

**BOSTON COLLEGE BULLETIN**

**1971 - 1972**



# Boston College Bulletin

## The School of Management 1971/1973

### Undergraduate and Graduate Divisions

May 28, 1971



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## **Boston College Bulletin**

**Volume XLIII, Number 5, May 28, 1971**

The *Boston College Bulletin* contains current information regarding the University calendar, admissions, degree requirements, fees, regulations, and course offerings. It is not intended to be and should not be relied upon as a statement of the University's contractual undertakings.

Boston College reserves the right in its sole judgment to make changes of any nature in its program, calendar or academic schedule whenever it is deemed necessary or desirable, including changes in course content, the rescheduling of classes with or without extending the academic term, cancelling of scheduled classes and other academic activities, and requiring or affording alternatives for scheduled classes or other academic activities, in any such case giving such notice thereof as is reasonably practicable under the circumstances.

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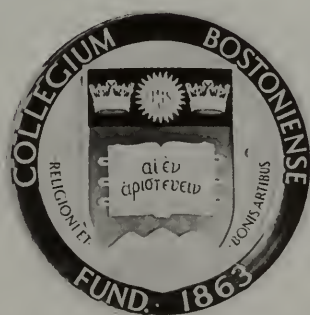
**Office of University Publications, Boston College, Lawrence House, 122 College Road, Chestnut Hill, Massachusetts 02167**




# **Boston College Bulletin**

## **The School of Management 1971/1973**

### **Undergraduate and Graduate Divisions**



**Boston College**  
**University Heights**  
**Chestnut Hill, Massachusetts 02167**



BOSTON  
COLLEGE

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# **Boston College**

## **The University**

Boston College is one of the oldest Jesuit-founded universities in the United States. Its charter was granted to John McElroy, S.J., on April 1, 1863, by John Albion Andrew, Governor of the Commonwealth of Massachusetts. John Bapst, S.J., was the first President. As has been true of almost every leading college and university in the nation, the original intention was to provide collegiate instruction for young men in an atmosphere of a specific religious tradition. Boston College has followed the honored pattern of other American universities by growing into an eclectic institution of higher education. Its academic community is open to men and women of any and every background; its scholarly pursuits range the entire spectrum of contemporary thought and interest.

Boston College was first located in the South End of the City of Boston and continued there for its first half century. Shortly before World War I, Thomas Gasson, S.J., then President, purchased a property in Chestnut Hill, a suburb of Boston. In more than fifty years that have followed, the University Heights campus has grown to include forty collegiate structures and still retains much of its suburban beauty as well as an enviable prospect of the city six miles away.

The evolution of Boston College into today's University was particularly evident during the 1920's. The Summer Session, the Graduate School of Arts and Sciences, the Law School, and the Evening College of Arts, Sciences and Business Administration were added to the original College of Arts and Sciences. In 1927, the College of Liberal Arts at Lenox, Massachusetts, and the Schools of Philosophy and Theology at Weston—several miles west of the University Heights campus—all for the preparation of young men for the priesthood in the Society of Jesus—were established as schools of the University. The Graduate School of Social Work was established in 1936, and the College of Business Administration in 1938. The latter, with its Graduate School (1957), is now known as the School of Management. The Schools of Nursing and Education were founded, respectively, in 1947 and 1952.

## **Accreditation of the University**

Boston College is a member of, or accredited by, the following educational institutions: The American Association of Colleges for Teacher Education, the American Association of Collegiate Schools of Business, the American As-



sociation of Theological Schools, the American Association of University Women, the American Bar Association, the American Chemical Society, the American Council on Education, the Association of American Colleges, the Association of American Law Schools, the Association of University Evening Colleges, the Association of Urban Universities, the Board of Regents of the University of New York, the College Entrance Examination Board, the Council of Graduate Schools, the Council on Social Work Education, the Jesuit Educational Association, the International Association of Universities, the International Association of Catholic Universities, the National Catholic Education Association, the National Commission on Accrediting, the Accrediting Service of the National League for Nursing, the New England Association of Colleges and Secondary Schools, and other similar organizations.

## **The School of Management**

In order to meet an ever increasing demand for undergraduate liberal and professional education for the modern world of business, the College of Business Administration was inaugurated as an integral part of Boston College in 1938. The first freshman class of the College met in downtown Boston, but a rapid expansion of the program caused the College to be moved out to the Chestnut Hill campus in 1940. Following World War II, the College of Business Administration moved to its own new permanent building—Fulton Hall—which had been especially constructed for it on the main campus with well-equipped lecture halls, conference rooms, and its own large library. In the Fall of 1957 the Graduate School of Business Administration was founded. In October, 1969, the Directors of the University voted to incorporate both schools into a School of Management with an Undergraduate and a Graduate Division. The name School of Management is in itself a reflection of our goals and objectives—to educate the managers and leaders of organizations, whether business, government, hospital or education oriented.

### **Objectives of the School of Management**

In recent years, a great deal of attention has been directed toward determining the most effective approach for the education of managers. Perhaps no other segment of the academic community has subjected itself to such penetrating self-analysis. The consequence of this effort is the recognition of the need for professional education based on broad knowledge rather than specialized training. There is a great need for managers who have the necessary psychological attitudes and professional skills to enable them to be effective in a world of change. Imaginative people must emerge who have an interest in processes and a desire to create new forms. If schools of management are to meet these needs, they must provide future managers with a knowledge of the methods and processes of professional management and an understanding of the complex and evolving social system within which they will apply this knowledge. Thus, the challenge is in developing competence in the application of professional skills to the solution of the external as well as the internal problems of organizations.

The primary objective of the graduate and undergraduate management programs at Boston College is to provide a broad professional education that will prepare the student for important management positions in business and in other institutions. A manager is viewed as a person who makes significant decisions and assumes the leadership responsibility for the execution of these





decisions. Toward this end, the programs of study are designed to accomplish the following goals:

1. *Critical Analysis*: To equip students to think logically and to apply analytical methods and skills in evaluating and solving managerial problems.
2. *Management Operations*: To provide students with a working knowledge of the basic concepts and principles which have general applicability in the basic operational areas of the business firm and other institutions.
3. *Changing Environments*: To develop in the student an understanding of the complex and changing environments within which the manager must make and execute his decisions.
4. *Personal Development*: To encourage students to develop as individuals, those attitudes, skills, and commitments which best equip them to perform effectively as responsible leaders in business and in society.
5. *Special Professional Interests*: To provide the opportunity for students to pursue more advanced and difficult management problems in areas of special interest.

No statement of the goals of education for management would be complete without stressing the importance of overall perspective. While students receive rigorous training in specific business disciplines and management techniques, a broad emphasis is placed upon the integration of this knowledge into a broader understanding of the role of the general management function. Some aspects of management such as planning, organization, coordination, control, human relations, problem-solving, and decision-making are most effectively presented initially in the context of individual functional courses. However, in the building block approach of the course offerings, the final courses require that the student consider management problems at the executive policy-making level. The end result is a program of studies which, while learned in the context of industrial management, is to a considerable extent applicable to management situations in nonindustrial organizations as well.

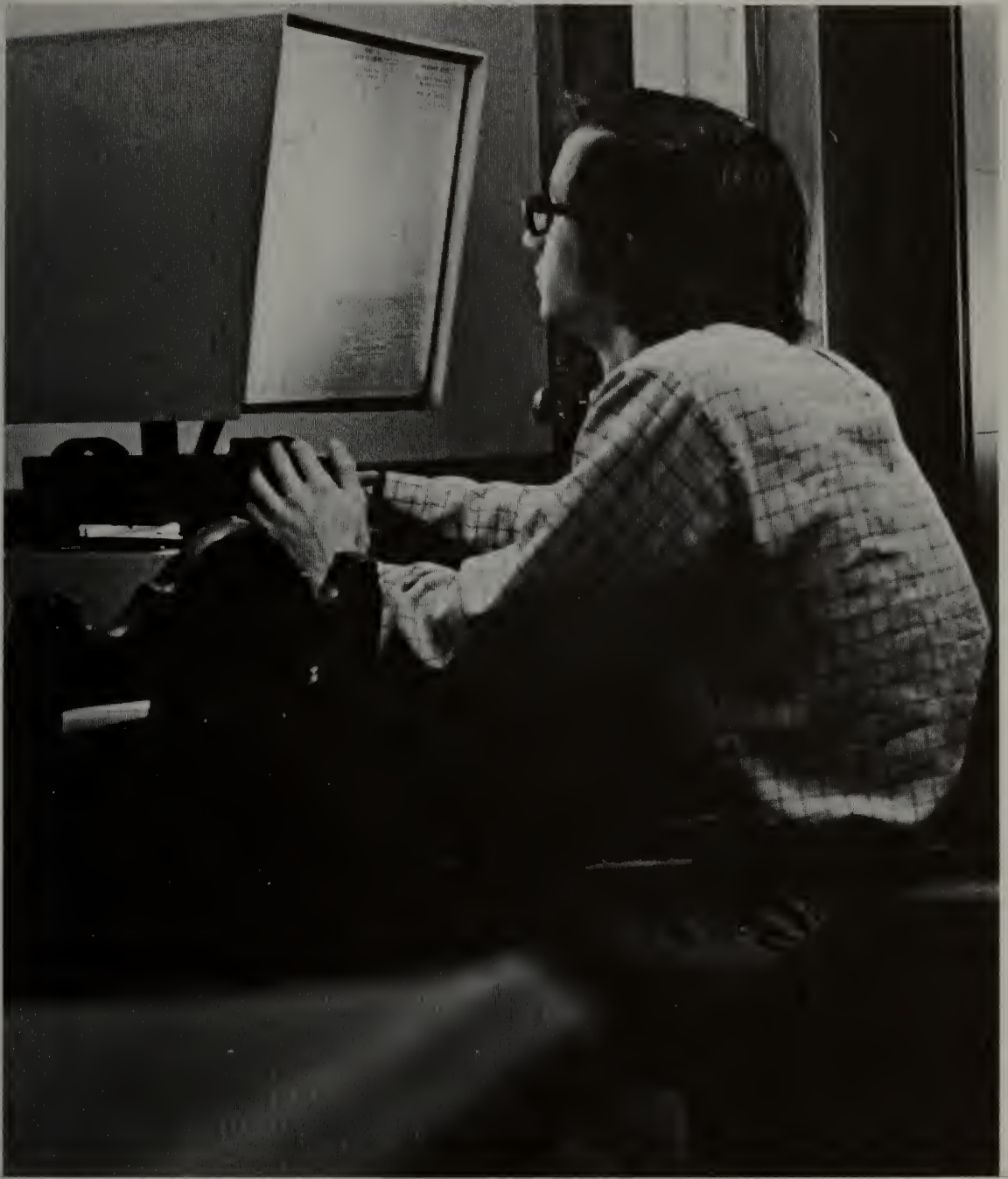
## **Undergraduate Division**

The basic management principles developed in our free enterprise system serve as the professional core of our program and are complemented by the traditional humanities and sciences program.

As an aid to growth for the undergraduate student the full range of academic studies of the university—language, arts, philosophy, physical and social sciences—are available on an elective basis. Our present program reflects the ongoing work of our Curriculum Committee, which is constantly reviewing and recommending changes in our program. These changes include increasing emphasis on such topics as quantitative management and computers, organizational behavior, business environment and business policy.

## **Graduate Division**

The Masters degree in Business Administration is offered through the Graduate Division of the School of Management. The MBA program, which may be completed either on a full-time or a part-time basis, is open to college



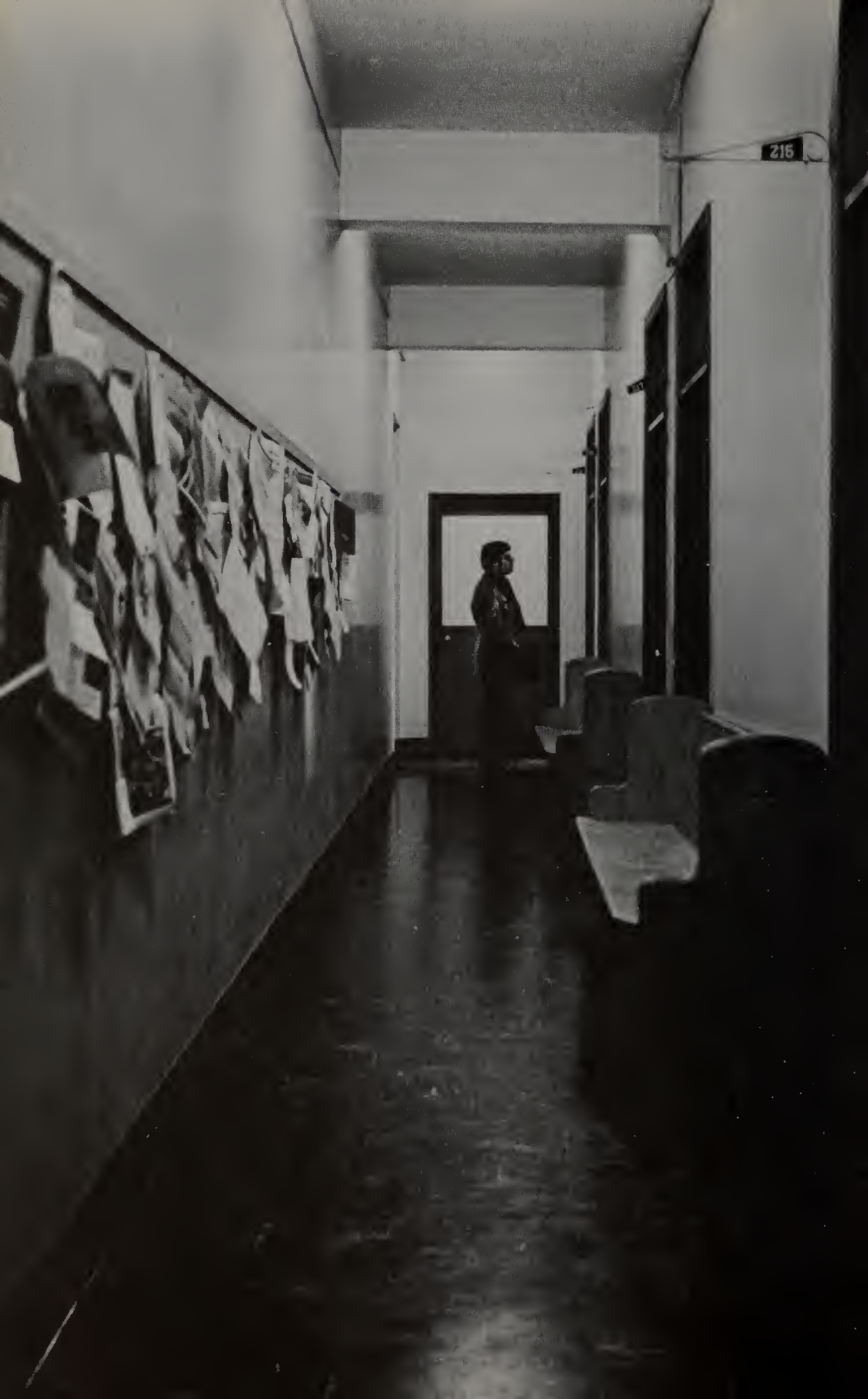
graduates, both men and women, with liberal, scientific or professional undergraduate degrees.

Further information regarding this program can be obtained from the Graduate Division, School of Management, Boston College, Chestnut Hill, Massachusetts 02167.

### **Management Institute**

The Management Institute was established in 1969 to support and promote research, executive education and community development programs.

The Institute works with individual faculty and faculty groups on administration of research activities and has conducted major seminars on management, new business, and venture capital. The Institute also represents the School of Management in various community activities and business organizations.





# **Undergraduate Division**

## **General Information**

### **Academic Regulations**

#### **Grading Scale**

The grading system consist of twelve categories, as follows: A, A—, B+, B, B—, C+, C, C—, D+, D, D—, E. A is excellent; B is good; C is satisfactory; D is passing but unsatisfactory; E is failure.

#### **Degree**

Upon successful completion of all the requirements, a student is awarded a Bachelor of Science degree.

#### **Degrees With Honors**

The degree of Bachelor of Science with Honors is awarded in three grades; with Highest Honors (summa cum laude), with High Honors (magna cum laude), and with Honors (cum laude).

#### **The Dean's List**

The Dean's List, published at the end of each semester, ranks students according to their averages for that semester in three groups; First Honors, Second Honors and Third Honors.

#### **Requirement for Good Standing**

In order to remain in good standing, a student must maintain a cumulative average of C— as the satisfactory standard of scholarship. Failure to maintain this requirement will result in the student being placed on warning or on probation, or being required to withdraw from the College.

## **Course Deficiency**

Failure to achieve a passing grade in a course results in a deficiency which can be made up only by repetition of the course during the Summer School sessions at Boston College or at another approved college. Credit for such a course will not be granted unless the consent of the Dean has been previously obtained. A course deficiency which has not been made up prevents a student from registering for the Fall semester or from being awarded his degree on time.

A student who has incurred deficiencies in courses totaling more than six (6) semester hours credit will be dropped from the College. Students who have incurred two deficiencies may be dismissed.

## **Other Regulations**

### **General**

In order to remain in good standing, a student must maintain a satisfactory standard of scholarship and conduct, must attend college engagements regularly, and must meet all his other obligations to the College. The College reserves the right to require the withdrawal at any time of a student who has failed to give satisfactory evidence of earnestness of purpose and active cooperation in all the requirements of scholarship and conduct.

### **Class Attendance**

Attendance at class is obligatory for all freshmen except those on the Dean's List. The administrative penalty for excessive absence is loss of credit for the course or courses involved. Further details concerning this rule will be found in the *University Student Guide*. Attendance at class for the other years is free and is left to the maturity and responsibility of the individual student.

### **Absence from Semester Examinations**

Students who are absent from a semester examination are allowed to take an absentee examination at a later date if they are excused by the Dean. A fee of \$10 will be charged for such absentee examination.

### **Eligibility**

A student is ineligible to hold office in any student activity or to represent Boston College in any major activity or in intercollegiate sports if he incurs two deficiencies or if he incurs one deficiency and if his scholastic average for the semester including the deficiency is not at least C—. No student is eligible to run for class office unless he has maintained an average of at least C during his course at Boston College and he must also be free from all deficiencies. To hold class office a student must maintain an average of at least C, remain free from deficiencies, and conduct himself in a manner worthy of a student leader.

### **Dress**

Dress on campus should conform to professional business standards. Students are requested to wear suits and ties to class.

# Admissions

## Entrance Requirements

Boston College is an academic community whose doors are open to men and women of all races, colors and national origins.

Applications for admission to Boston College must be filed with the Dean of Admissions *early* in the final year of the applicant's secondary school studies. The candidates should request from the Dean of Admissions a regular application form and follow carefully the directions given on the application.

All school records must come directly from the Office of the Principal to the Dean of Admissions. No record will be accepted as official otherwise. The Committee on Admissions will consider the character, personality and health of each applicant and those who are judged to show promise of success in scholarly attainments will be declared eligible for admission.

The applicant's field of specialization will in part be determined by the high school preparation. The Dean of Admissions is always glad to consult with the principal, guidance director or student regarding the course of studies. Personal interviews will be arranged. All applications will be carefully examined and all candidates may be assured of personal consideration.

The prerequisite courses for the degree are as follows: Two years of a foreign language are required for admission to the School of Management. Freshmen may continue the study of a modern language previously undertaken or elect other courses of study.

### BACHELOR OF SCIENCE

Algebra 2

Plane Geometry I

English 4

Foreign Language 2

Other standard courses

## Method of Admission

All candidates for admission to the School of Management must complete in the senior year the Scholastic Aptitude Test in the November, December or January series and three Achievement Tests in the December or January series. Candidates are urged to take the Scholastic Aptitude Test in November or December and the three Achievement Tests in the January series. All candidates will take the following Achievement Tests: English Composition, Mathematics, and a third test of the candidate's choice. All candidates will take Mathematics Achievement Test, Level I, unless they have been specifically prepared by their high schools to take the Mathematics Achievement Test, Level II. The Committee on Admissions will select the best combination of test scores when evaluating an application. Students are responsible for having all test scores sent to Boston College. Notification of acceptance or rejection will be sent to the applicant between February 1 and April 15, provided the application is complete and College Board Test Scores have been received directly from Educational Testing Service.

## Admission from Transfer from Other Colleges

Candidates for admission to Boston College from another college of approved standing should apply in writing to the Dean of Admissions, Boston College, Chestnut Hill, Massachusetts 02167.

The candidate for admission with advanced standing must present the

following: 1—The requirements for admission to the Freshman class. The results of College Board tests must be sent directly from the College Entrance Examination Board, P.O. Box 592, Princeton, New Jersey 80540 or P.O. Box 1025, Berkeley, California 94701. 2—A regular application for admission to Boston College. 3—An official transcript of all college courses and a statement of honorable dismissal. Only those students will be considered for transfer who have received a "B" grade in all courses or achieved a grade point average of 2.8 or higher at the previous college. Only those courses will be accepted in transfer which are equivalent to courses offered at Boston College. 4—Letter of recommendation from the Dean of the college formerly attended. 5—A catalogue of the college from which the candidate is transferring. Applications and transcripts will not be accepted unless received directly by mail from schools and colleges previously attended. The formal applications and official transcript must be on file no later than June 20. The University cannot transfer any students who have been required to withdraw for academic or disciplinary reasons from previous schools.

After an appraisal of the college record, the candidate will be informed of the terms of acceptance and credits allowed in transfer. Transfer students are admitted only in September at the beginning of the academic year. A very limited number of students is accepted in transfer. Because of the limited on-campus and off-campus housing facilities, we are unable to consider transfer students who require such facilities. Transfer students must complete at least two years in residence to qualify for a Boston College degree.

### **Registration**

Information concerning the procedure to be followed in registering will be issued in advance from the Registrar's Office. These directions should be followed carefully.

## **Financial Information**

### **Tuition and Fees**

The payment of Tuition and of Science and Registration Fees is to be made by check or Postal Money Order and mailed to the Treasurer's Office.

Tuition is to be paid semi-annually:

- (1) First Semester Tuition and Fees are due before registration in September.

Tuition: \$1250. (1971-1972); \$1300\* (1972-1973)

Registration Fee: For Freshman and new students—\$10.

Total: For Upper Classmen—\$1250, plus Fees (1971-1972); \$1300, plus fees (1972-1973). For Freshmen and new students—\$1260, plus Fees (1971-1972); \$1310 (1972-1973)

- (2) Second Semester Tuition and Fees are due before registration in January.

Tuition: \$1250, plus Second Semester Fees (1971-1972); \$1300, plus Second Semester Fees. (1972-1973)

Holders of scholarships are not exempt from the payment of Registration, Acceptance Deposits, Insurance and Fees at the time prescribed.

If a student does not enter the year the Acceptance Deposit Fee is paid, this Fee is not applicable to any further year.

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\*Subject to change.



## Summary of Annual Expense Requirements

### General Fees

Application Fee (not refundable) .....	\$10.00
Acceptance Deposit (not refundable, but applicable to First Semester Tuition) .....	100.00
Registration for new students (not refundable) .....	10.00
Late Registration—Additional .....	10.00
Tuition—Payable Semi-annually .....	2500.00
Student Health Insurance—Resident .....	115.00
Non-Resident (Optional) .....	130.00
Student Identification Card (Freshmen only) .....	2.00

### Special Fees

Absentee Examination .....	\$10.00
Biology Laboratory—per semester .....	25.00
Certificates, Transcripts, etc.* .....	1.00
Chemistry Laboratory—per semester .....	25.00
Computer Course Laboratory Fee—per semester .....	25.00
Extra Course—per semester hour credit .....	85.00
Geology Laboratory—per semester .....	25.00
Graduation .....	10.00
Language Laboratory—per semester .....	5.00
Physics Laboratory—per semester .....	25.00
Psychology Laboratory—per semester .....	25.00
Special Students—per semester hour credit .....	85.00
Statistics Laboratory—per semester .....	10.00

\*No transcript will be sent from the Registrar's Office during periods of Final Examinations and Registration.





## Additional Expenses for Resident Students

Board, Room, Health, Mail, and Linen Services Fees— per semester .....	697.50
Room Guarantee Deposit .....	100.00
(Refundable after student completes his residence at the University, either by graduation, or by withdrawal in good standing, provided the student has completed one year in residence.)	

For further information, address correspondence to:

DIRECTOR OF HOUSING  
Boston College  
Chestnut Hill, Massachusetts 02167

The Trustees of the University reserve the right to change tuition rates and to make additional charges within the University whenever such action is deemed necessary.

## Withdrawals and Refunds

Fees are not refundable.

Tuition is refundable subject to the following conditions:

- a. NOTICE OF WITHDRAWAL MUST BE MADE IN WRITING AND DIRECTED TO:

School of Management  
Fulton Hall  
Boston College  
Chestnut Hill, Massachusetts 02167

- b. The date of receipt of withdrawal notice will determine the amount of the tuition refund.

If formal notice of withdrawal is received within two weeks of first classes a refund of 80% of tuition is made.

If formal notice of withdrawal is received within three weeks of first classes a refund of 60% of tuition is made.

If formal notice of withdrawal is received within four weeks of first classes a refund of 40% of tuition is made.

If formal notice of withdrawal is received within five weeks of first classes a refund of 20% of tuition is made.

No refunds are allowed after the fifth week of classes.

If the student does not elect to leave the resulting cash balance to his account for subsequent use, he should notify the Treasurer in writing to rebate the cash balance on his account.

## Payment of Bills

Payment of Tuition and Science and Registration Fees is to be made by check or Postal Money Order, made out for the proper amount, payable to Boston College—School of Management, and sent to the Treasurer's Office, Boston College, Chestnut Hill, Massachusetts 02167.

# Student Expenses and Financial Aid

## Student Expenses

With college costs rising, as they have over the last several years, education has now become one of the major lifetime expenditures that many families make. Expenses at Boston College for a year are estimated to be between \$3440 and \$4805 depending on the individual circumstances under which each student attends. The following table represents a carefully thought out estimate of costs to be considered in establishing a budget for education at Boston College.

The estimated expenses for a student for the academic year 1971-1972 include the following items:

	<i>Resident</i>	<i>Commuter</i>
Tuition	\$2500	\$2500
Fees (varies)	100	100
Room and Board	1280	
Books and Supplies (varies)	160	160
Blue Cross		90 (Opt.)
Medical Coverage	115	
Infirmary Coverage		40 (Opt.)
Clothing and Personal	250	250
Travel	300	250
Laundry	50	
Recreation	50	50
	<hr/> \$4805	<hr/> \$3440

While room and board at home constitutes a real cost (approx. \$900), this is too much of a variable to be included in total expenses. It is considered in the needs analysis procedure.

In addition to the above, applicants should plan to have a \$100 deposit available on acceptance. This is not refundable but is credited toward first semester tuition charges. A \$100 room deposit is necessary for those accepted to dormitories. This is not credited against costs but is held as a security deposit until the student withdraws from the dormitory. Other pre-entrance expenses to be anticipated are the physical examination including x-rays and the cost of pre-entrance reading materials.

Tuition, room and board, and fees are payable one-half in September and one-half in January. Students who have financial aid will be notified individually how their aid awards will be applied to their account. All others must be prepared to make required payments prior to registration.

Effective September 1972 no undergraduate who entered or who enters Boston College as a freshman will be awarded a bachelor's degree without payment of 8 semesters tuition. Transfer students will be required before graduation to pay tuition for the number of semesters unaccredited at the time of transfer.

Petitions for exception to this policy must be approved by the appropriate agency in the student's college, with final determination made by a committee composed of the four undergraduate deans and the dean of faculties.

Hereafter there will be no charge for extra courses or audits which students may receive permission to carry.

Students wishing to finance expenses on a monthly basis may make arrangements with the College Aid Plan or Shawmut Tuition Aid Program. Bro-

chures on these two financing plans are sent to all applicants after acceptance. Other national or local financing plans are also acceptable provided payment is made to the University before registration.

Budget figures in the preceding table, including tuition and room and board charges, are based on current costs and estimates. Economic factors, however, may require changes in these figures between the time this *Bulletin* is published and the actual starting date of the Freshman academic year.

## **Student Financial Aid Programs**

Many students will find that they are unable to provide for all college costs from their own or their families' resources. For this reason, Boston College makes available a number of financial aid programs to provide supplementary help for qualified applicants. Some forms of financial aid require evidence of high academic achievement. Other types require promise of success. However, the applicant must always show need for assistance, based on an analysis of the Parents' Confidential Statement filed with the College Scholarship Service. Directions for obtaining and filing this form are found at the end of this section.

In addition to its own scholarship resources, Boston College provides funds through many federally sponsored financial aid programs. These include the National Defense Student Loans, Educational Opportunity Grants, College Work-Study Opportunities, Nursing Student Loans, Nursing Scholarship Program, Law Enforcement Education Program, and Cuban Student Loans. These University and federal resources will account for approximately \$4.0 million in financial assistance to Boston College students during the 1971-72 academic year. Since it is frequently necessary to combine resources to meet fully the needs of particular students, the sources described herein may be awarded in various combinations.

Need for financial assistance is determined by subtracting from the student's anticipated expenses for the college year an amount which the family can reasonably be expected to contribute, taking into account both the student's anticipated earnings and the parents' resources. Income, assets, and the size of family are the major considerations when estimating a family's ability to contribute to costs. It is expected that entering Freshmen will assist in meeting their educational costs by saving \$400 to \$500 from pre-entrance summer employment.

Students who anticipate a need for financial assistance should not hesitate to apply for it. Application for financial aid will not affect in any way decisions on admission to Boston College. While all applicants must meet some specialized qualification criteria, in no case will aid be denied on the basis of race, color, religious belief or place of origin.

## **Scholarships**

### **Boston College Scholarships and Grants**

Every student at Boston College derives financial benefit from the fact that the cost of education is far more than the amount charged for tuition and fees. Endowment income, gifts and grants, and the community of Jesuits who help staff the many departments of Boston College, account for the difference.

In addition to this contribution, Boston College each year awards approximately three hundred individual scholarships with stipends ranging from \$200 to \$3800 to entering Freshmen who show outstanding academic ability, leadership potential, and financial need. Funds contributed or bequested to the



University from its alumni, benefactors, and friends have provided for these scholarships. The majority are renewable for each of the four undergraduate years.

Boston College students may also be appointed to specially funded scholarships. The General Motors Scholarship to Boston College, with a maximum grant of \$2000 per year, is awarded annually by the University. There are also two National Merit Scholarships awarded in the name of Boston College. It is not necessary, however, to make special application for these awards by name as the Scholarship Committee will identify qualified recipients from the regular application lists. The following are special awards for School of Management applicants:

### **Awards**

The Reverend Thomas I. Gasson, S.J., Award, a gold medal founded by Boston College, for general excellence in all courses of study during four years in the School of Management.

The Reverend William Devlin, S.J., Award, a gold medal founded by Boston College, for the student of the School of Management who attained the highest average in all courses in Theology during his four-year course.

The Reverend Stephen A. Shea, S.J., Award, a gold medal to be awarded to the senior having the highest average in all courses in Philosophy during his four undergraduate years at the School of Management.

Patrick A. O'Connell Marketing Award, a gold medal founded by Mr. Patrick A. O'Connell, for excellence in all courses studied in the major field of Marketing.

Patrick A. O'Connell Finance Award, a gold medal founded by Mr. Patrick A. O'Connell, for excellence in all courses studied in the major field of Finance.

John B. Atkinson Award, a gold medal founded by Mr. John B. Atkinson for excellence in all courses studied in the major field of Management.

The Reverend Charles W. Lyons, S.J., Award, a gold medal founded by Boston College, for excellence in all courses studied in the major field of Accounting.

The Reverend Edward H. Finnegan, S.J., Memorial Award, was founded by the Classes of 1949, 1950 and 1951 and his many devoted friends. It is given annually to the senior who has best exemplified the spirit of the College motto "Ever to Excel."

The Reverend James D. Sullivan, S.J., Award, a gift to the Student Senate of the School of Management, is awarded to the senior who, in the judgment of a faculty committee and fellow members of the senior class, is outstanding in character and achievement.

Cardinal Cushing Award is a cash award, the income on \$5,000 donated by Francis Cardinal Spellman in honor of Richard Cardinal Cushing. It will be given annually to that undergraduate student who publishes the best creative literary composition (poem, short story, drama, or essay) in a Boston College undergraduate periodical. The winner of this award will be selected by the vote of a committee of three faculty members of whom one will be the Chairman of the Department of English. The other two members will be named annually by the President of the University.

Bishop Kelleher Award is a cash award, the income of \$5,000 donated by Francis Cardinal Spellman in honor of Most Reverend Louis F. Kelleher. It will be given annually to that undergraduate student who publishes the best scholarly essay on a literary or artistic topic in a Boston College undergraduate



periodical. The winner of this award will be selected by the vote of a committee of three faculty members appointed annually by the President of the University.

Denis H. Tully Award, the income on two thousand dollars, founded by the will of the late Denis H. Tully, is awarded to a student from any of the undergraduate Schools for the best paper on a theological subject.

Matthew J. Toomey Award, is presented annually by Mr. Knowles L. Toomey to honor the outstanding student in the School of Management Honors Program.

Wall Street Journal Award. A medal and a year's subscription to *The Wall Street Journal* given to the Senior who, in the opinion of a faculty committee, has demonstrated outstanding achievement in his major field of study.

Fulton Gold Medal, the annual gift of Mrs. Vincent P. Roberts, in memory of her father, is awarded annually to the outstanding debater in the Fulton Prize Debate.

Leonard Award. One-fifth of the year's net income on approximately twenty thousand dollars is awarded annually through the Reverend John F. Leonard Trust to the winner of the Leonard Oratorical Contest. This contest is open to all students in the undergraduate courses at Boston College.

Delta Eta Chapter of Alpha Kappa Psi, a professional fraternity in business administration and economics, awards annually the Alpha Kappa Psi Scholarship Key to the male senior student pursuing a degree in the School of Management who has attained the highest scholastic average for three years of collegiate work in Boston College.

Delta Sigma Pi Scholarship Key was established in 1912 to recognize high scholarship in the field of business administration. The Central Office of



the fraternity provides a gold key annually to each university where there is an active chapter of Delta Sigma Pi, and this key is awarded by the faculty to that male senior who upon graduation ranks highest in scholarship for the entire course in business administration.

**Delta Sigma Pi Outstanding Junior Award.** A cash award presented to an outstanding junior by Delta Sigma Pi Fraternity.

**Hutchinson Memorial Award,** a plaque presented by the American Marketing Association, Boston Chapter, to the outstanding Marketing student for academic and extracurricular achievement.

**Haskins & Sells Foundation Award,** an annual award of \$500.00 founded by the Trustees of the Haskins & Sells Foundation, Inc., to stimulate higher academic achievement on the part of students majoring in Accounting and to encourage promising students to major in that field. The recipient is elected by the Accounting faculty from among outstanding students majoring in Accounting, who have completed their Junior year and have enrolled as Senior Accounting majors in the School of Management. This Award is made annually in November.

**Dean's Letter of Commendation.** An award given in recognition of outstanding administrative activity by a School of Management undergraduate.

**Edmund O'Connell Scholarship.** Established by Mr. Patrick A. O'Connell, President of E. T. Slattery Co., Boston, in memory of his son, the late Edmund O'Connell. Income \$8,000. Holder of this scholarship must be a student in the School of Management.

**Benedict Dudley Thomas Daly Scholarship.** Established in 1958 by Francis X. Daly, '22, in memory of his brother the late Benedict Daly, B.S. '23, A.M. '24. Income from a gift in trust.

**Silver Anniversary Scholarship.** Established on the occasion of the 25th anniversary of the School of Management.

**Edward J. Williams Scholarship.** A grant to be made annually to an outstanding student entering the senior year in the School of Management. Under the same scholarship a grant will also be made each year to a student in the School of Management, Graduate Division.

**St. Ignatius Retreat Fund.** A financial aid to encourage and assist students who wish to make a closed retreat while at the School of Management.

**Educational Opportunity Grants Program.** The Educational Opportunity Grants Program was established by the Higher Education Act of 1965 to help young men and women who have unusually high financial need. Guidelines require that they be matched by other scholarships or loans. These Grants are gift aid and do not require repayment.

**Special Scholarship Programs.** Boston College has recognized its obligation to participate in a special way in the general improvement of the society in which it functions. The University has been particularly concerned with the economic and educational problems experienced by the Greater Boston black community, and has established a \$500,000 scholarship program for black students from this area. Inquiries are invited from all interested applicants.

**State Scholarship Programs.** Boston College encourages its entering students to seek out both private and public scholarship assistance. Many states, such as Massachusetts, Rhode Island, Pennsylvania, and New Jersey provide students with scholarships regardless of the location of the college they choose to attend. Awards are made on the basis of need and academic performance and are nonrepayable grants. Students should contact the Guidance Office of their high schools, or write their State Board of Higher Education for more specific details.

## **Loans**

### **National Defense Student Loan Program**

Undergraduates, based upon their need and the availability of funds, may borrow as much as \$1000 per year under the National Defense Student Loan Program. These loans require no payment of principal or interest prior to completion of studies at college, and may be further deferred until completion of graduate study, military, Peace Corps, or Vista service. Repayment, at an interest charge of 3% per year (on the unpaid balance), begins nine months after completion of studies unless further deferment has been granted for one of the above reasons. In addition, cancellation of 10% of the loan amount is granted to teachers for each year of teaching service up to a maximum of 50% for five years. Teachers of the handicapped and those who work in certain deprived areas are eligible for 15% cancellation per year up to the full amount of the loan. Military service provides for cancellation of loans at a 12½% annual rate, up to a maximum 50%. Loans are awarded on an academic year basis and must be reapplied for each year. The repayment terms indicated here are current requirements and may be modified from time to time by Congressional action.

### **Law Enforcement Education Program**

This federally funded program provides assistance for students who are presently or who plan to be employed by a publicly funded local, state, or federal law enforcement program.

Up to \$1800 a year may be borrowed by students who, during their course of study, earn 15 semester credits in subjects "directly related" to law enforcement. These students must intend to pursue full-time employment in a law enforcement agency at the completion of their studies. The total loan may be cancelled at the rate of 25% per year for service in such an agency. Grants are also available for full or part-time students who are currently employed by a Law Enforcement Agency.

### **State Guaranteed Loan Programs**

Boston College applicants may apply for loans under the Guaranteed Loan Program in their home states. This program varies from state to state; generally, undergraduate students may borrow up to \$1000 per academic year with a total maximum of \$5000. Commercial banks, mutual savings banks, savings and loan associations, credit unions and other financial institutions subject to federal or state supervision may be lenders under this program. Repayment begins nine to twelve months after the borrower has completed his studies and may be deferred while he serves in the armed forces or the Peace Corps. The repayment period may be five to ten years on loans of more than \$2000, one to five years on loans of less than \$2000. United Student Aid Funds, Inc., 845 Third Avenue, New York, is authorized to operate a Guaranteed Loan Program in states which have no agency of their own. It also guarantees loans to students where the state agency does not provide loans for students attending out-of-state colleges.

### **Methodist Loan Program**

Entering students of the Methodist Faith, qualifying for financial assistance, may also apply for funds from the Methodist Board of Education. All inquiries should be directed to the attention of the Methodist Student Loan Officer, Financial Aid Office, Boston College.

## **Student Employment**

### **College Work-Study Program**

Boston College offers a wide variety of employment opportunities to its students through the federally supported College Work-Study Program. Employment under this program may be on the campus or in various off-campus, non-profit agencies. Most of these are located in the Greater Boston area, but may be in other communities near a student's home during the summer. Students may work 40 hours per week during summer or other school vacations but are limited to 15 hours per week during the school term. Freshman students are cautioned not to plan on any substantial employment during the first academic year. As in other aid programs, eligibility for participation is based on need and earnings must be related to total educational costs.

### **Regular Campus Employment**

Boston College also has its own employment program. Part-time employment is provided on the campus throughout the school year in libraries, offices, and maintenance departments of the University. Earnings possibilities are sufficient to provide about  $\frac{1}{3}$  to  $\frac{1}{2}$  tuition costs on most jobs, but the number of jobs is limited.

## **Other Aid Sources**

### **State Rehabilitation Programs**

State rehabilitation commissions frequently offer generous educational services to handicapped persons. Unfortunately, students with handicaps often fail to take advantage of assistance offered by rehabilitation commissions. A student with a handicap should *not* assume he is ineligible until this has been determined by a qualified counselor of the agency.

### **Social Security Benefits**

Unmarried, full-time students, 18 to 22 years of age, may be eligible for monthly cash benefits if the parent upon whom they are dependent begins receiving Social Security disability or retirement benefits, or dies. Further information can be obtained from a local Social Security Administration Office.

### **Junior G.I. Bill Education Assistance**

Sons and daughters, 18 to 22 years old, of deceased veterans, and those living veterans who have service-connected disabilities, which are considered to be total and permanent in nature, may be eligible for educational assistance through the Veterans Administration. Inquiries should be directed to any local Office of the Veterans Administration.

## **Libraries**

The School of Management Library is located in Fulton Hall. The Library contains over 50,000 volumes. It has all the major business journals and an excellent selection of trade, economic, and labor union periodicals. Standard works in all phases of business activities are available for both reference and circulation. A collection of pamphlets complements the book and periodical



holdings. The Library has also collected annual reports and listing statements of numerous business corporations.

The Bapst (General) Library with a collection of over 300,000 volumes is open to all students of the School of Management. So also are the eight other divisional libraries whose joint holdings, along with those of Bapst Library, are in excess of 800,000 volumes.

## **Student Organizations**

### **Student Government**

The Student Senate of the School of Management serves as the liaison organization between the students and the administration of the School of Management, is the responsible voice of student opinion, and organizes and co-operates in the execution of social and academic functions that involve the whole student body of the School.

### **Spiritual Life**

Students may avail themselves of a wide variety of opportunities for deepening their spiritual life. Masses are celebrated between the hours of 7:45 a.m. and 11:00 p.m. each day. St. Joseph's Chapel, St. Mary's Chapel and the nurse's chapel are the sites for these liturgical celebrations.

Confessions are heard regularly throughout the week. Schedules are posted at St. Joseph's and at St. Mary's Chapels. The Chaplains of the undergraduate schools are always available for conference and counseling.

Sodality: The Sodality is a group of Boston College men and women dedicated to spread the concept of Christian community on campus. In promoting the spread of Christian love, the Sodality sponsors retreats (open to the University community), lecture series, prayer services and formal liturgies. The office is located in McElroy 141.

### **Honor Societies**

Beta Gamma Sigma, Beta of Massachusetts is the Boston College Chapter of Beta Gamma Sigma, the only scholarship honor society in the field of commerce and business recognized by the American Association of Collegiate Schools of Business. Election to membership represents the highest scholastic honor that may be won by a student in commerce and business.


Alpha Sigma Nu. A chapter of this national honor fraternity for students of Jesuit colleges and universities was established at Boston College in 1939. Candidates for membership, chosen during their Junior year, must be outstanding in scholarship, loyalty and service to the College.

### **Professional Activities**

Academy of Marketing Executives is open to students who concentrate in Marketing. The club is affiliated with and operates under the sponsorship of the American Marketing Association.

Accounting Academy has as its objective the development of a professional attitude toward accountancy as a career and the encouragement of high scholarship and sound business ethics among its members. It provides an opportunity for the members to get an understanding of the current problems in the field of accountancy and business in general through discussion among its members and lectures by businessmen and practicing accountants. Frequent meetings are held jointly with the Finance Club to discuss business problems of



A black and white photograph of a train at a station platform. In the foreground, the backs of several people are visible as they wait. A white sign with a large black letter 'B' and the text 'BOSTON COLLEGE' hangs from the ceiling. The train car has a sign that reads 'BOSTON COL' and 'COMMONWEAL' and the number '3' is visible on its side.

**B**

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**3**

mutual interest. Membership in the Accounting Academy is open to students who concentrate in Accounting and to others who manifest an interest in accounting.

Alpha Kappa Psi. Delta Eta Chapter of Alpha Kappa Psi is a chapter of the oldest professional business fraternity in the United States. Its principal objectives are to further the welfare of its members, to foster scientific research in the fields of commerce, accounting and finance, and to educate the public to appreciate and demand highest ideals therein.

Business Club is primarily designed for Freshmen and Sophomores, to afford opportunity to develop self-expression and initiative in furthering their interest in and knowledge of business procedures and techniques.

S.O.M. Debating Society is intended for Freshmen and Sophomores in the School of Management. Its purposes is to develop ability, poise and confidence in speaking.

S.O.M. Toastmasters' Circle is an organization which affords an opportunity for students to develop further their skill and ability in oral communication.

Circle K Club, an affiliate of Kiwanis International, is a service organization open to undergraduates after Freshmen year.

Delta Sigma Pi. Delta Kappa Chapter is a local chapter of this national professional business fraternity whose purposes are to foster the study of business in universities; to encourage scholarship, social activity, and the association of students for their mutual advancement by research and students of commerce; and to promote high standards of ethical conduct in the community.

Economics Academy offers its members the opportunity to hear experts present their views on modern economic problems and to participate in a discussion of them.

Finance Club. Students who concentrate in Finance are eligible for membership in this club. The purpose of the Finance Club is to acquaint its members with the current trends in the financial world.

Foreign Trade Club consists of students of Economics and Business Administration who are interested in foreign commerce and international economics. The Foreign Trade Club is officially affiliated as a student chapter of the New England Export Club, Inc.

Omega Alpha Psi is a professional business fraternity founded at Boston College. It has for its aim the orientation of undergraduates to the business community. Among its activities are: a mutual investment club, business seminars and lectures as well as service to the University in general.

Omicron Chi Epsilon. A chapter of the only national honor society in the field of Economics was established at Boston College in 1959. Mu Chapter of Boston College elects to membership students majoring in Economics in their Junior year, who have shown high scholastic achievement and loyalty to the ideals of Economics.

Pi Sigma Epsilon. Alpha Sigma Chapter is a local chapter of this collegiate brotherhood of men interested in the advancement of marketing, sales management and selling as a careers and profession, who are dedicated to promote the study of these fields in colleges and universities and to stimulate and foster improved methods and techniques and the highest possible ethical standards in the profession of marketing, sales management and selling.

Society for Advancement of Management. The Student Chapter of the Society for Advancement of Management is the professional organization of the students who concentrate in Management. It works in close cooperation with the Boston Chapter of the Society for Advancement of Management.

## **Student Publications**

*The Journal of Business* is an undergraduate publication devoted to the written presentation of current business topics. It is written and edited by students in the School of Management. Its purpose is to develop effective and forceful writing skills.

*Sub Turri* is the annual publication of the undergraduate Seniors of the University. It is a pictorial chronicle of the activities of the class during the four years of its undergraduate life.

*S.O.M. Newsletter* is the official organ of the S.O.M. Student Senate.

## **Intramural Athletics**

The program of Intramural Athletics, conducted by a staff of experienced directors, serves in the development of the student by providing opportunities to engage in basketball, touch-football, tennis, volleyball, softball, boxing and track.

## **Special Programs**

### **Early Admission**

Admission to the Freshman Class is occasionally granted to able and ambitious students who have not fulfilled all the requirements for a secondary school diploma. Any student of superior achievement and maturity who has completed the eleventh grade of secondary school may apply for Early Admission. All such applications for Early Admission are considered on an individual basis and any interested student who believes he might qualify is invited to write for instruction on how to apply.

### **Advanced Placement**

Entering Freshmen who have had courses of college-level quality in any subject may apply for Advanced Placement in that subject. Although students seeking Advanced Placement will ordinarily be required to submit evidence of the quality of work done in the form of Advanced Placement Examination scores, students who have completed work of high distinction in high school but have not had the opportunity to take these Examinations may also be considered as candidates for Advanced Placement. Advanced Placement, with credit toward the degree, will usually be granted upon the submission of satisfactory test scores, but it is not automatic. The high school record as well as faculty recommendations will also be taken into consideration in determining eventual placement.

### **Sophomore Standing**

Entering students who have completed work of college-level quality in three or more subjects may apply for admission to the College with the rank of Sophomore. Any student admitted to Sophomore standing is free to complete his degree requirements and be graduated in three years.

No student can be considered for Advanced Placement or Sophomore standing until he has fulfilled the regular requirements for admission to the School of Management. Those interested in securing Advanced Placement in subjects where examinations are not offered by the Advanced Placement Program or in securing Sophomore standing are urged to write for more specific information.



## **Honors Program for Superior Students**

To be considered for admission to the Honors Program, a student must have a Dean's List average for his Freshman year, exhibit an ability to work well with others and desire to develop his abilities by being involved in the functions of the Program. Throughout the Program a participant is expected to remain on the Dean's List and actively participate in planning and executing Program functions.

The Honors Program has as its goal the development of professional skills and leadership ability in the organizational world. If you believe that you have the ability, desire and ambition to participate in this challenging and rewarding Honors Program, a brochure giving more complete details is available. Write to the Director of the Honors Program, School of Management, Boston College, Chestnut Hill, Massachusetts 02167.

### **Loyola Lectures**

Throughout the academic year Boston College is the host to national and international authorities not only in business, but in government, literature, religion, the arts, science, human relations, and law. The university, the colleges and departments sponsor the visits of the renowned in these fields to give the students an added dimension to their collegiate careers. The School of Management is the sponsor of the Loyola Lecture Series. Each year two national or international figures are invited to the campus for the purpose of stimulating provocative discussions on national and international affairs. Recent speakers included Sean Lamass, Vance Packard, William Sullivan of the F.B.I., Father Umberto Almazan, Dr. Tran Van Chuong, F. Lee Bailey, and Ralph Nader.

### **Junior Year Abroad**

Students who have demonstrated ability to do superior work and given evidence of ability to profit from a year's study at a university in a foreign country may make arrangements to spend their Junior year in study abroad. Students may join groups studying at universities in Austria, England, Ireland, Italy, Germany, France, Spain or Belgium.

### **Other Programs**

The artist-in-residence program under the direction of Mr. Allison Macomber, and the writer-in-residence program, featuring leaders in these fields, are areas of activity for the cultural development of students in the School of Management.

*Note: For a complete listing of student organizations and activities of the University, consult the University Student Guide. Copies of the Guide are available from the Office of Student Activities, McElroy Commons.*

## **University Services**

### **Counseling, Advisement and Mental Health**

A professionally staffed Counseling Office located in each of the undergraduate colleges assists students in matters pertaining to educational planning, career decisions, personal adjustment, and mental health problems. Provisions for individual contact in the areas of academic and vocational advisement, as well as counseling and psychotherapy, are included among the services.

Psychiatric consultation and treatment are available, normally without cost to the student, through the College Mental Health Center of Boston, a non-

profit psychiatric facility with which Boston College is affiliated. Students may request a referral from one of the campus Counseling Offices, or may contact the College Center directly for an appointment. In emergency this service is available outside normal office hours.

The psychologists staffing the Counseling Offices believe that the development of some types of personal potential and the solution of some adjustment difficulties can be achieved most effectively through group experiences. These groups are available for referral by both the Counseling Offices and the College Center.

The Counseling Offices in the four colleges are administered by individual directors. They are coordinated in function and purpose by the Director of University Counseling Services and the University Council for Counseling Services. Each office is generally available to students from any of the undergraduate schools within the University. The counseling office in the School of Management is located in Fulton Hall, Room 205.

### **Placement Bureau**

Boston College offers assistance to students and graduates in solving the problem of employment both during their college course and afterwards. The Placement Office helps them in obtaining information about the nature of requirements of various business and industrial occupations as well as educational and professional positions. It also endeavors to learn of specific opportunities for permanent employment in these fields. While the selection of a business position and the choice of a career must be left to the individual, the Office has information which enables it to assist the applicant in making an intelligent choice.

### **Student Health Service**

For resident students a registered nurse is in attendance to provide for medical attention in case of sickness or accident, and to supervise hospitalization when it is necessary. The Health Unit, Cushing 126, is open to all students throughout every class day.

### **Student Personnel Services**

The Vice-President for Student Affairs has the responsibility for overseeing the administration of the following areas within the University: admissions, Dean of Students, counseling services, placement, health services, foreign student activities, financial aid, spiritual activities, athletics, the food service, housing, and the Office of Student Activities. In addition, he or his assistant serves as faculty advisor to the Undergraduate Government. The Student Affairs program coordinates all the dimensions of student life in the University apart from strictly academic work.

### **University Chaplain**

The University Chaplain, together with his assistants and the cooperation and advice of a student committee, plans and coordinates the religious activities of the campus: liturgy, liturgical music, retreats, and discussion groups. He is personally available to all students for counseling, confessions, or discussion. He publishes throughout the campus the times and places of all religious activities. Through his office, arrangements may be made for students, singly or in groups, to take advantage of these special religious opportunities.

The office of the University Chaplain is centrally located in McElroy Commons, opposite the bookstore. It has an attractive lounge with a variety of books and periodicals where students are welcome to come for reading, study, conversation, or relaxation.





# Program of Instruction

## Undergraduate Curriculum

### Lower Division—20 Courses

2	English	2	Accounting
2	Math	2	Economics
4	Theology- Philosophy	1	Statistics
2	History	1	Business Law
2	Social Science		
2	Natural Science		
<hr/> 14		<hr/> 6	

### Upper Division—18 Courses

2	Arts and Sciences Electives	5	Introductory Business	6	Free Electives
		1	Business Policy		
		<hr/> 12	Business core		
		4	Concentration		
<hr/> 16	Arts and Sciences Courses	<hr/> 16	Business Requirement	<hr/> 6	Free Electives

The above program is the usual requirement for all students enrolled in the School of Management. Deviations from the program may be requested by an individual student by petitioning the Assistant Dean. Changes which are consistent with the undergraduate goals of the School will be granted.

## Fields of Concentration

### Accounting

The curriculum for students who concentrate in Accounting is designed to provide them with a broad understanding of the theory and techniques of accounting. The comprehensive training in accountancy offered is aimed at preparing students for executive positions in business or government, such as that of controller, chief accountant, internal auditor or budget director and also

provides intensive training for those students who intend to practice as Certified Public Accountants.

**Junior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Intermediate Accounting 51	3	Advanced Accounting 52	3
Cost Accounting 55	3		

**Senior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Advanced Accounting Problems 101	3	Advanced Accounting Problems 102	3
Financial Administration*	3	Auditing 104*	3
Tax Accounting 103*	3	A.D.P. Systems and Control 106*	3

\*Elective

**Economics**

The required curriculum for Economics Majors is designed to introduce the student in his Junior year to statistical reasoning and techniques. Electives permit further study in a wide range of fields, including money and banking, economic development, international trade, economic history and labor economics. The major in economics provides a general background which is useful to those planning careers in law, government service, or business as well as those planning careers as professional economists.

**Junior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Microeconomic Theory 101	3	Macroeconomic Theory 102	3
Money and Banking*	3		

**Senior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Labor Economics 140*	3	International Trade 171*	3
Economic Development 173*	3	History of Economic Thought 133*	3

\*Elective

**Finance**

Finance prepares the student for a thorough understanding of the problems connected with the internal financial administration of a business. It deals with problems of working capital, sales forecasting, cash budgeting, long and short run borrowing techniques, and a knowledge of kinds and sources of funds available in the security markets.

The finance student must be thoroughly grounded in accounting and corporate finance, analysis of financial statements, source and application of funds, cost control, inventory control, the use of statistics as a managerial tool, and the influence of taxes, business law and economics on management decisions.

This field of concentration also offers the student an opportunity for a knowledge of real estate, insurance, the principles of investment, banking administration, and international finance.

### **Junior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Investment Principles and Analysis 51	3	Banking and Money 54	3
Banking and Money 53	3		

### **Senior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Financial Management 101	3	Financial Management 102*	3
Taxes 103*	3	International Finance 110*	3

\*Elective

## **Management**

The objective of the Department of Management is twofold: to provide a working knowledge of the production function of business from the point of view of the businessman who is responsible for the successful management of its organization, operation, and control; and to impart an appreciation of the problems faced by top-level management and a sound philosophy that may be utilized in their solution.

Its aim is to integrate the traditional concepts of management with the modern quantitative and behavioral research in business, to develop business managers.

### **Junior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Personnel Management 52	3	Quantitative Decision Making 61	3
Production Controls 70	3		

### **Senior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Operations Management 110	3	Operations Management 111	3
		Collective Bargaining 104	3

## **Management and Computer Sciences**

The curriculum for the student concentrating in the MCS Area is designed to provide understanding, background, and skills in two related, rapidly emerging fields. The use of quantitative methods to study complex management decision problems has been getting increased acceptance in a variety of management organizations (i.e., industrial organizations; educational institutions; government; hospitals; financial institutions; etc.) during the past decade. Simultaneously, these same organizations have found widespread need for computer applications, systems and services.

The student who concentrates in this area should have economics and mathematics background before entering this major in his Junior year. Students must have a full year of Economics (Ec 1 and Ec 2) and at least three courses in Mathematics including differential and integral calculus as prerequisites, to be admitted to this major. In special instances, students may be admitted without this recommended background. Students who have questions should check their eligibility with the Chairman of the Department.

In addition to the concentration in requirements noted below, the staff offers a variety of important electives including courses in such areas as systems



analysis, information systems, long-range planning, advanced operations research methods, statistical forecasting methods, advanced statistical methods, simulation methods and applications, advanced computer systems design, and programming.

There is a large and growing demand for persons trained in these areas. Graduate schools are most anxious to admit students with such skills. For students not seeking graduate school experience and training, most businesses and other organizations provide fine opportunities for persons with backgrounds in management and computer sciences.

**Courses Required For a Concentration**

- Mc 053 Statistical Analysis
- Mc 101 Operations Research I
- and
- Mc 065 Systems Analysis and Information Systems I
- or
- Mc 070 Computer Languages
- and one course from the following:
- Mc 084 Advanced Statistics
- Mc 102 Operations Research II
- Mc 065 Systems Analysis and Information Systems I
- Mc 070 Computer Languages

**Marketing**

Marketing covers that segment of business whose prime objective is to discover and satisfy the needs of industrial and ultimate consumers. Functionally, marketing includes such activities as buying, selling, pricing, researching, transporting and storing of goods and services. Institutions which are primarily involved in marketing range from retailers and wholesalers to advertising agencies and export houses.

Marketing is a challenging field because we exist in a business society characterized by excess productive capacity. Today's challenge is not to make a product but rather to distribute it as a profit to the businessman and in a condition which completely satisfies the consumer.

The approach used to study marketing is analytical and experimental. Systems analyses, program experimentation and case applications are interwoven within a decision-making framework so that the student is provided throughout the marketing curriculum with a thorough understanding of the major tools and guides required of today's Marketing Manager.

**Junior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Consumer Behavior 52	3	Distribution Channels 111	3
Communications and Promotion 54	3	Social Issues in Marketing 112	3

**Senior Year**

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Basic Marketing Research 103	3	Sales Management 55	3
		Marketing Research 104	3
		Applied Marketing Management 106	3

## **General Business**

With the Dean's permission, students may concentrate in General Business. This concentration is especially useful for those who plan to associate themselves with smaller firms, where functions are not highly specialized. Students concentrating in General Business may select a program drawn from the course offerings of the various departments. This program must have the approval of a faculty director.

## **Description of Courses**

Unless otherwise indicated, all courses are three-credit, one-semester courses.

### **Professional Courses**

## **Department of Accounting**

### **Ac 21—Financial Accounting Information Systems**

This course deals with the formal financial accounting information processing system, the end products of which are the various financial statements presented to investors, creditors and other parties. Accounting procedures are studied from the standpoint of providing the important tools for subsequent analysis of the financial statements.

### **Ac 22—Managerial Accounting**

This course stresses the usefulness of accounting data as it relates to the managerial decision-making process. Computer applications are integrated with the broad objectives relative to planning, control and analysis. Among the multi-faceted areas of study are financial statement analysis, budgeting, standard cost analysis, and capital expenditure planning and control.

### **Ac 51—Intermediate Accounting I**

Emphasis is placed on the application of accounting theory to practice problems in order to develop financial statements of proper form and content. The relationship between various financial statements is constantly reaffirmed. Assets items of the balance sheet are treated comprehensively.

### **Ac 52—Intermediate Accounting II**

During the second semester liabilities, reserves, funds and stockholders equity items are thoroughly treated. Presentation is made of the analysis of financial statements through the use of the ratio method and the consequent critical appraisal attendant upon this method of analysis is stressed.

### **Ac 55—Cost Accounting**

The control aspects of material, labor and overhead accounting are stressed. The course covers such areas as job and process costs, standard costs, direct costing, marketing costs, costs in decision-making, capital budgeting and profit planning.

### **Ac 101—Advanced Accounting**

This course includes accounting problems involved in the preparation of consolidated financial statements and in home and branch office relationships. Mergers and pooling problems are stressed. Special problems in fund and budgetary accounting for government entities and hospitals are covered.

### **Ac 102—Advanced Accounting Problems**

The purpose of this course is to develop in the student the ability to solve a variety of complex problems in order to prepare him for either public professional examinations or executive accounting work in private business. This is attained through a study of typical cases and exercises of the American Institute of Certified Public Accountants. Cases in controllerships providing training in the collection, analysis and presentation of information for modern business management are thoroughly discussed.

### **Ac 103—Tax Accounting**

This course considers the Massachusetts and Federal Income Tax Laws, with applications to individuals, partnerships, fiduciaries and corporations. An intensive series of practical problems covering concrete situations illustrates the meanings of the laws. Consideration is given to the economic and historic viewpoints. A study is made of federal estate, gift and excise laws and state inheritance and excise tax laws.

### **Ac 104—Auditing**

This course presents both the theory and the procedure of auditing. The subjects covered include various types of audits, the preparation of working papers and reports, the relationship with the client and professional ethics. The materials used are practice sets, problems and the actual books of business organizations that have ceased operations. The course offers an opportunity to become acquainted with various classes of enterprise and provides a test under conditions which correspond to those met in practice. The student receives individual instruction on his assignments.

### **Ac 105—Financial Administration**

This course develops the administrative functions, quantitative techniques and judgments in the problems of fiscal management through practice in the evaluation of alternatives. Areas of emphasis include administrative organization, working capital management, such as banking relationships, cash, credit and collection procedures, inventory and property control. Forecasting, price level changes, comprehensive budgeting, measuring the parameters of financial needs and resources and profit determinants in the disposition of capital are given special consideration.

### **Ac 106—ADP Information Systems**

The objective of the course is to provide the student with a realistic concept of the computer as a management tool, and to provide an understanding of its present and future capabilities when effectively employed by professional accountants and financial managers. The course will cover all aspects of computer technology including hardware, and programming, with emphasis on systems analysis and design. The course requires students: (1) to perform



an information processing simulation model on the university computer, (2) to program and solve computational problems on a time-sharing computer system, and (3) to design a multi-dimensional information system for providing the management of a particular company with the immediate and relevant information concerning the many facets of the company's operations. Lab fee \$25.00.

### **Ac 107—Basic Accounting**

This course is offered to students of the College of Arts and Sciences. The purpose of the course is to develop an intelligent understanding of the books and records used in business and as such includes introduction to the basic principles of accounting and the preparation of financial statements.

### **Ac 108—Basic Accounting**

This course is available to those students qualified and who have completed 107 Basic Accounting. The purpose of this course is to further develop basic concepts and procedures of accounting and introduces the student to managerial functions of accounting and a limited approach to case study in the problems and application of fiscal management.

### **Ac 109—Research Seminar**

Research is carried on under the guidance of members of the Accounting Department. The focus of the course is on investigations in the field of accounting and related subjects.

## **Faculty**

### **Department of Accounting**

<i>Professors:</i>	Paul Devlin, Arthur L. Glynn, ( <i>Chairman</i> )
<i>Assistant Professors:</i>	William A. DeMalia, Stanley J. Dmohowski, John L. Harrington*, Frederick J. Zappala.
<i>Instructors:</i>	Thomas Cummings, Eric Stenholm, Thomas Kelly, Louis Corsini.
<i>Lecturer:</i>	John Zimka.

\*On Leave 1971-1972.

## **Department of Economics**

### **Ec 001—Principles of Economics—Micro**

This course introduces the student to an analysis of the pricing of commodities and factors of production, firm and industry equilibrium under various market structures, international trade and payments, and comparative economic systems.

### **Ec 002—Principles of Economics—Macro**

This course introduces the student to an analysis of the determination of the level of income and employment, fluctuations in income, monetary and fiscal policy, inflation, and growth.

## **Ec 51—Statistics**

The purpose of this course is to teach the student the basic techniques used in the compilation and calculation of economic statistics, and to equip him with patterns of analysis and interpretation of quantitative data. The following topics are considered: collection and classification of data; tabular and graphic presentation; frequency distribution; measures of central tendency; normal curve, reliability of measures; time series analysis; index numbers; simple correlation. The course involves lectures, problems and laboratory work.

## **Ec 101—Microeconomic Theory**

This course develops a theoretical framework with which to analyze the two basic economic units, the consumer and the producer. This analysis is then employed to investigate the determination of price and output in various market situations, implications for welfare and the concept of general economic equilibrium.

## **Ec 102—Macroeconomic Theory**

This course intends to equip the student for the analysis of the determination of employment and of national income and its components. Emphasis will be placed on the Keynesian theory of employment, interest, and money and on post-Keynesian cycle and growth models.

Both Semesters

## **Ec 105—Microeconomic Theory**

This course is the same as Ec 101 except that greater use of mathematics will be made. Students taking this course must have had calculus. Additional mathematical topics will be developed as their need arises. Students considering graduate work in economics as well as those with mathematical inclination are strongly urged to take this section.

First Semester

## **Ec 106—Macroeconomic Theory**

This course is the same as Ec 102 except that greater use will be made of mathematics. Students taking this course must have had calculus.

Second Semester

## **Ec 121—Economic Statistics**

Probability, random variables, sampling distributions, estimation of parameters, tests of hypotheses, regression as applied to economic models. This is a self-contained course in statistical inference as applied to economics.

Both Semesters

## **Faculty**

### **Department of Economics**

*Professors:* Robert J. McEwen, S.J., Leon Smolinski, Donald J. White, Kozo Yamamura\*.

*Associate Professors:* Vladimir N. Bandera, David A. Belsey, Ernest B. Foley, S.J., Francis M. McLaughlin, Harold Peterson (*Chairman*).

*Assistant Professors:* James E. Anderson, Robert J. Cheney, S.J., Vincent F. Dunfey, Kenneth A. Lewis, John J. Murphy, S.J., Adolph L. Vandendorpe.

\*On Leave of Absence.

\*\*On Sabbatical Leave, 1971-1972.

# **Department of Finance**

## **PROGRAM for 1971-1972**

### **Fn 21—Corporation Finance**

Prerequisite: Basic Accounting and Economics, or with permission of Instructor.

This course is an introduction to the financial decision-making process. Topics treated intensively include the flow of funds, financial analysis and forecasting, working capital management, money and capital markets, financial leverage, the cost of capital, the concept of present value and capital budgeting. The course also considers the influence of political, social and economic factors on the financial decision-making process.

### **Fn 51—Investment Principles and Analysis**

Prerequisites: For all finance courses above Fn 21, a prerequisite of Fn 21 or permission of the instructor is required.

A course designed to introduce the student to both the nature and valuation of financial assets. The investment process, investment risks, various investment media and the operation of the capital markets are discussed. Special emphasis is placed on the critical analysis of the financial statements of security issuers and on sources of investment information. The student is introduced to the capitalized earnings approach to valuing common stock and through several case studies is provided the opportunity to exercise his own analytical skills and judgment in utilizing this model. Finally, each student is responsible for a detailed written analysis of the common stock of a major company.

### **Fn 53-54—Banking, Money Markets and Financial Institutions**

Three credits each semester.

This course has as its objectives the development of management knowledge of the banking system of the United States. The role of the Federal Reserve in its implementation of monetary policy is considered for its effect on commercial bank money management, investment and portfolio activities and policies. Collateral emphasis is placed in the course on discussion of the fractional reserve system, discount window operation and open market operations. The way that these factors are coordinated to provide for order growth in the economy is highlighted. The money and capital markets and other institutional factors in these markets are also studied. Class discussion, the case method and experts from the field are used in the conduct of the area of this study.

### **Fn 55—Security Analysis**

Security analysis is an advanced elective to be available on the completion of Investment Principles. Topics will include the nature and scope of financial statement adjustments required before the investment process can proceed; models utilized in the valuation of common stock; the effects of economic variables; industry analysis; the analysis of convertible securities and the use of computers for both the screening and analysis of securities. A portion of the course will be left open to pursue topics of special interest to the class (e.g., technical analysis, random walk theory, mutual fund valuation, option contracts, results of current research, etc.). Extensive use will be made of cases and recent prospectuses to demonstrate the principles of security valuation.



### **Fn 101—Financial Management I**

This course is designed for advanced work in the management of corporate funds. It presupposes and builds upon the topics covered in Corporation Finance. Extensive use is made of the case method. Topics treated intensively include a critical evaluation of financial statements, the flow of funds, the efficient administration of assets, and the optimal sources of financing. The teaching method will be a combination of lectures and case discussions.

### **Fn 103—Tax Factors in Business Decisions**

Through a study of the evolution, growth and application of tax laws the student is enabled to judge their effect upon the general economy and business practices in particular. Analysis is made of specific laws and provisions of laws beginning with their purposes, enactment and usages and proceeding to their current status. Economic and legal materials show the pressures that cause continuing evolution in the laws. Detailed study of legal provisions is made to illustrate the effects upon business and business decision. The purpose of the course is to develop an awareness of the force and effect of tax law by an understanding of concepts and the illustration of their application in the practical areas of personal and corporate business endeavor. Primary consideration is given to the income, estate and gift tax laws.

### **Fn 104—Financial Management II**

This course presupposes and is an extension of Financial Management I. Some of the more advanced and modern techniques of financial analysis will be critically evaluated. Topics treated extensively include financial structure planning, the measurement of value and the analysis of risk. The teaching method will be a combination of lectures and case discussions.

### **Fn 105—Finance Seminar**

This course permits a limited number of Senior Finance Majors to study some of the modern techniques and more advanced theories of finance. Each participant will be expected to perform extensive research in an area, lead the discussion on this topic and pass in a written report. A final examination will also be given based on a reading list covering the topics of the seminar.

### **Fn 109—Individual Study**

This course is available on permission of the department chairman.

### **Fn 110—International Finance**

The course is an introduction to the nature and functioning of international financial systems with special emphasis on the theories and history of international finance. It is designed to acquaint the students with the mechanics of balance-of-payments accounting, the foreign exchange market and the international financial institutions. The approach of the course will be both descriptive and analytical in the survey of the past and present developments of international financial systems such as the European Payment Union, the Common Market, the International Monetary Fund, the World Bank, the General Agreements on Tariffs and Trade.

## **Fn 111—International Financial Management**

Prerequisite: International Finance or permission of instructor.

The course is designed to analyze and evaluate the financial operations and policies of an international firm. The nature and structure of the international capital market will be presented in the light of international flow of funds with a focal emphasis on the decisions and actions affecting the value of a multinational business. The status and role of an international financial manager will be assessed in terms of the organizational structure of specific firms and their regions of international investment. The main objective of the course is to equip the students with an analytical tool for empirical research in such areas as international portfolio and direct investments, international securities markets, international correspondent banking, financial structure of subsidiaries and branches, differences in tax and monetary environments, and foreign trade policies of a number of foreign countries. Specific topics of interest covered in the course are Euro-Dollar and Euro-Dollar Bond Market, Various Term Structure of Interest Rates, Purchasing Power Parities, Forward and Spot Rates of Exchange, Edge Act Company, Development Finance Companies, Development Banks, Joint-Ventures, International Cartels, Hedging of Risks, Working Capital Management, and Management Control of Foreign Operations. The course will use both general and case studies as its method.

### **PROGRAM for 1972-1973**

#### **Fn—Basic Finance**

The purpose of this course is to introduce the student to the full range of activities that are subsumed under the heading "Finance." The course is divided into four sections: Financial Analysis, Corporate Finance, Capital Markets and Institutions, and Investments. The financial analysis section deals with the development of those tools and concepts needed by a person working in the financial area. Topics covered are: Funds Flow Concepts; Ratios as Tools of Analysis; and Basic Financial Forecasting. Readings, problems and case studies will be used in this section of the course.

The Corporate Finance section is a brief, case-oriented introduction to working capital management and short term financing, and builds upon the tools and concepts introduced in the early part of the course.

The Capital Markets and Institution sections of the course will present, initially, a survey of those organizations and institutions such as commercial banks, savings banks, insurance companies, and others that provide funds to the corporate sector of our economy. Subsequent to this, the money creation, money management, and monetary control activities of the Federal Reserve System will be introduced and discussed. In order to have the students better understand the workings of the banking system one or two short case studies on the formation and management of commercial banks will be presented.

The Investments section of the course will introduce the student to the investment banking function, the organized exchanges and their operation, and the analysis of common stocks. Readings on the various investment banking issues will be presented for analysis and class discussion. One or two brief case studies on the investment banking industry will be presented in the latter part of this section of the course.

#### **Fn—Investments**

A course designed to introduce the student to both the nature and valuation of financial assets. The investment process, investment risks, various in-

vestment media and the operation of the capital markets are discussed. Special emphasis is placed on the critical analysis of the financial statements of security issuers and on sources of investment information. The student is introduced to the capitalized earnings approach to valuing common stock and through several case studies it provides the opportunity to exercise his own analytical skills and judgment in utilizing this model. Each student is responsible for a detailed written analysis of the common stock of a major company.

### **Fn—Management of Commercial Banks**

This course is intended to provide the student with an introduction to the management of commercial banks. The role of the Federal Reserve in administering monetary policy (the money creation and control process) and in regulating the operations of the commercial banks is the central theme around which the course is developed. Specific topics that are covered are the management of commercial bank reserves, the cash position, and portfolio management. In addition, the course provides the student with an understanding of such important bank activities as customer services, marketing techniques, and the relationships of banks to banks and to their customers. An important part of the course is concerned with how banks seek and negotiate loans. This includes processes of evaluation of secured and unsecured loans to businesses and individuals. The methods of presentation are by the use of a textbook, selected case studies and relevant reading materials.

### **Fn—Management of Non Bank Financial Institutions**

The purpose of this course is to acquaint the student with the markets for long term funds; the factors that influence the supply and demand for these funds and the management of the financial institutions that participate in these markets. Flow of Funds Statements and the effects of interest rate changes will be studied.

Case studies will be used to familiarize the student with the internal management of key financial institutions. These would include Savings Banks, Insurance Companies, Pension Funds, Mutual Funds, Investment Counselors and Investment Banking Firms.

### **Fn—Management of the Public Sector of the Economy**

This course is concerned with the methods by which federal, state and local governments finance themselves and deliver their services. An analysis is made of the borrowing and taxing capabilities of the several levels of government. Thereafter, an in-depth examination is made of the traditional and emerging budgetary processes used by governments to plan and select the priorities of their expenditures. This is followed by a consideration of the financial management of some of the functions performed by governments. Here, the emphasis is on current areas of public concern.

### **Fn—Financial Management I**

This course is designed to analyze the management of the sources and uses of corporate funds. Topics treated intensively include the techniques of financial analysis, management of working capital, short and intermediate term financing and an introduction to capital budgeting techniques. The teaching methods will be a combination of lectures, problems and case discussions.



## **Fn—Tax Factors in Business Decisions**

Through a study of the evolution, growth and application of tax laws the student is enabled to judge their effect upon the general economy and business practices in particular. Analysis is made of specific laws and provisions of law beginning with their purposes, enactment and usages and proceeding to their current status. Economic and legal materials show the pressures that cause continuing evolution in the tax laws. Detailed study of legal provisions is made to illustrate the effects upon business and business decisions. The purpose of the course is to develop an awareness of the force and effect of tax law by an understanding of concepts and the illustration of their application in the practical areas of personal and corporate business endeavor. Primary consideration is given to the income, estate and gift tax laws.

## **Fn—Financial Management II**

This course presupposes and is an extension of Financial Management I. Topics treated intensively include capital budgeting, sources of long term capital, financial leverage, debt capacity, cost of capital, capital structure, dividend theory and policy and value and mergers. The teaching method will be a combination of lectures, problems and case discussions.

## **Fn—International Financial Management**

The course is designed to acquaint the students with the nature, scope and functioning of a multinational firm with special emphasis on sources and uses of international funds. It is also aimed to give a broad spectrum of today's international monetary system, its problems and mechanics of trade. The course will be divided into three basic parts: the nature and meaning of the international finance function, the value of an international firm and international financial management.

## **Fn—Finance Seminar**

This course permits a limited number (15) of Senior Finance Majors to study some of the modern techniques and more advanced theories of Finance. Each participant will be expected to perform extensive research in an area and pass in a written report. The content, teaching method and grading system will be determined by the participants and the instructor.

## **Fn—Individual Directed Study**

This is an opportunity for students interested in independent study to engage in a one to one relationship with a faculty member of the Finance Department. This course is only available to the student who has demonstrated (1) an extremely strong interest in some particular area of Finance, and (2) a strong self-motivation and self-discipline in his previous studies.

It is expected that the student will present the results of his research to a faculty group of the Department towards the end of the semester.

The permission of the Department Chairman is to be obtained when the individual faculty member has agreed to direct the student's research project.

**Faculty**  
**Department of Finance**

<i>Professor:</i>	Walter T. Greaney ( <i>chairman</i> )
<i>Associate Professors:</i>	Mya Maung, John G. Preston.
<i>Assistant Professors:</i>	Frank Campanella, Edward M. Kaitz.
<i>Instructors:</i>	Kenneth Frantz, Jerry Viscione.
<i>Lecturer:</i>	John Salmon.

## **Department of Business Law**

### **BI 23—Introduction to Law and Legal Process**

An introduction to law, legal institutions, and the legal environment of business. A study of the United States Constitution, common law, and statutes as sources of law. A study of courts, quasi-courts and administrative agencies as remedial agencies. The substantive law of contracts.

### **BI 51—C.P.A. Law**

A general review of the law of contracts, negotiable instruments, partnerships, corporations, sales, bailments, wills, trust and estates, bankruptcy and other matters of particular interest to those who are preparing for C.P.A. examinations.

### **BI 104—Insurance**

This course is designed to indicate how insurance is used in modern business and in one's personal life to meet the economic demands made upon the thinking man in our society. One-third of the course deals with life insurance, one-third in property insurance and one-third in liability insurance. It is taught from the point of view of a potential buyer who is trying to solve a given problem, and who realizes that his answer may lie in insurance, mutual funds, etc.

### **BI 106—Real Estate**

This course is designed to show the student the opportunities in real estate as an investment, to show how a potential investor should buy, hold and sell real estate and other property. Tax aspects and legal aspects are stressed as well as the "how-to-do-it" approach. It is compared and contrasted with other investments such as mutual funds, dollar-averaging, etc.

### **BI 107—Constitutional Law**

A study of the United States Constitution, the nature of the Court, the history of the Court, the members of the Court, and the role of the Court in shaping social, economic and political policy.

### **BI 108—International Law**

This course examines the nature and source of international organizations. The purpose of the course is to provide the student with an understanding of the basic legal relationships among individuals, business enterprises and governments in the world community.

### **BI 110—The Law of Finance**

A study in depth of the legal problems concerned with the transfer of negotiable instruments. Includes the types, usage and legal obligations of the parties to these instruments. The core of the course is the Uniform Commercial Code as it affects commercial transactions.

### **BI 111—The Law of Business Organizations**

The course examines the legal aspects of the modern business corporation involving a comparative study of partnerships and other unincorporated associations. The course treats of the formation of a corporation, the insurance and transfer of securities, corporate powers, the duties of directors, voting trusts and the impact of SEC and tax legislation.

### **BI 113—Case Study of People and Their Crimes**

Personal approach to the study of crime, the people who commit it and the law enforcement people who combat it. The class meets one night a week and at each meeting a panel of guests from the world of crime and law enforcement relate their experiences. Subject areas include alcoholism, homosexuality, juvenile delinquency, drug addiction and other broadly-based felonies and misdemeanors. An introduction to criminal law is also included. Books on related subject areas are assigned before class to equip the student with a basic knowledge of upcoming topics. A term paper is also required.

## **Faculty Department of Law**

*Professor:* James E. Shaw.

*Associate Professors:* Vincent A. Harrington, William B. Hickey (*Chairman*), Alfred E. Sutherland\*, David P. Twomey.

*Assistant Professors:* John F. Canty, Paul D. Lewis.

\*On leave 1972-1973

## **Department of Management**

### **Mg 21—Introduction to Management**

Three alternative views of and for the manager will be introduced: The manager as mathematical analyst, as planner-controller and as an agent of social change. Conceptual models of each of these three kinds will be introduced and then applied by the student to explain and solve problems. Dominant importance will be attached to relating and integrating these three approaches to organizational problems.

### **Mg 51—Purchasing**

Covers such areas as personnel for purchasing, techniques of negotiation, the role of purchasing research and purchasing's responsibility in planning and forecasting. It also deals with materials management and the control of inventories.

### **Mg 52—Personnel in Organizations**

The student will examine organizational events; happenings to which it is important that the manager attend. These situations will be ones in which



the interconnections between individuals in the organization cannot conveniently be overlooked. Organizational behavior concepts will be applied to case data as well as to events within the classroom, itself an organization with multiple purposes.

### **Mg 57—Electronic Data Processing**

An introduction to the theory and methodology of electronic data processing. Emphasis is on concepts of programming rather than proficiency in the art of programming. Description of stored program digital computer with magnetic tape input-output, binary decimal, octal numbering systems; special data processing languages (e.g. COBOL, FORTRAN) describing, analyzing flow-charting, and programming of a typical business data processing application.

### **Mg 61—Quantitative Decision-Making**

Prerequisite: Ec 51.

The Bayesian probability and modern decision theory approach is taken, on a basic and applied level, to the solution of management problems arising in such areas as inventory control, scrap allowance, machine set-up, plant investment and market analysis.

### **Mg 70—Production Controls**

The factors of production planning and control, inventory control, methods analysis, work measurement and engineering economy are analyzed and appraised from a subjective rather than a quantitative point of view. The emphasis is upon the description of the problems and the evaluation of factors so that the decision-making process based on rational judgment can operate in the production function.

### **Mg 102—Dynamics of Managerial Decision-Making**

The role of the modern manager concerned with mobilizing human effort in complex organizations is examined. The course presents modern concepts designed to increase individual and organizational effectiveness. Both textual and case material will be utilized to assist the student to assume his role as a manager directing the activities of others.

### **Mg 104—Collective Bargaining**

Exploration of the dynamic nature of human beings and the dignity of the worker. Attention is given to those factors external to the organization which influence its relations with the workers; federal, state and local legislation; unions. The techniques of collective bargaining; contracts, the economics of the labor situation.

### **Mg 105—Industrial Relations**

This course in Industrial Relations will search through the arts and sciences in an attempt to discover those principles and practices which are necessary, in all the just and equitable relationships between the private and public employees, employers, and/or their representatives, to create, in the employees, the will to work perfectly.

### **Mg 109—Honors Research Seminar**

Opportunity for a few students to work closely with a faculty member on a single research problem in the traditional, behavioral or quantitative area of management. Interested students must make specific arrangements with the faculty member of the department with whom they wish to work.

### **Mg 110—Operations Management I**

The role of model building and simulation in production control; statistical forecasting for production control systems: least squares method, time series, linear and non-linear trends, exponential smoothing. Inventory control systems: under certainty and with probabilistic inventory models, economic lot size determinations. Techniques for scheduling; Gantt Chart, PERT scheduling, PERT/COST scheduling. The student will be expected to use computer telecommunication as a tool in assignments, although formal knowledge of computer science will not be demanded.

### **Mg 111—Operations Management II**

Allocation and transportation models; graphical and mathematical solution to linear programming problems. Learning curve, probability distributions; Poisson, Gamma, normal. Monte Carlo Simulations, Queuing Theory, Work Sampling Techniques and PACE. The student will be expected to use even more heavily computer telecommunication as a tool in assignments.

### **Faculty**

### **Department of Management**

<i>Professors:</i>	John Van Tassel, Donald White, Jerome Toner, O.S.B.
<i>Assistant Professors:</i>	Justin C. Cronin ( <i>Chairman</i> ), John Neuhauser.
<i>Instructors:</i>	Edward Powers, Jack Rosin.
<i>Lecturers:</i>	Ronald Bleakney, Robert J. McDowell, Alan Thayer, Jerome Westerman.

## **Management and Computer Sciences**

### **Mc 20—Statistical Methods**

This course is intended to serve as an introduction to the theory and practice of modern data analysis for students in all concentrations within the School of Management. The course is predicated upon the belief that meaningful applications can only follow upon an understanding of techniques. Consequently, the material is both descriptive and theoretical.

There are four main areas covered in the course. The first is an introduction to elementary probability theory and measures of data. A second section is concerned with the development of decision theory. Such topics as "expected monetary value," the value of sample information and "decision trees" are discussed. This is followed by a brief introduction to some common probability distributions (binomial, normal, "t" and "f") with special emphasis upon their use in estimation and hypothesis testing. Finally, multivariate estimation is introduced through a study of regression and correlation.

The principal methodology employed in the course will be problem solving; consequently, each student is expected to spend much of his time in







solving assigned problems. Special class “problem sessions” will be set aside to aid the student. As problems become more complex, the student will be introduced to the use of computers.

### **Mc 21—Computer Science and System I**

Computer Science is no doubt a new subject to most people taking this course. As such, it is designed to introduce the student to this field and provide him with some fundamental skills in the computer area.

The course deals with computing rather than computers (i.e. circuitry and electronics, etc.) and therefore concentrates on algorithms and the preparation of problems so that they can be processed by machine. To complement the course work in computing, a programming language will be taught with requirements for processing information in both a time sharing and batch mode. Class sessions will be equally divided between programming and the practice of computing. The programming language taught will be BASIC, FORTRAN, PL/1 or Basic Assembly Language and the computing portion of the course will concern itself with a model of a computer, flow charting, data organization, systems, mathematical and business applications, compiling, etc. There are no prerequisites for this course although some exposure to math would be desirable.

Open book exams, several computer programs, and class participation will be the criteria for determining grades. The student should be willing to spend 4 to 6 hours per week on course work to insure proper understanding of the material.

### **Mc 53—Statistical Analysis**

Prerequisite: Core course in Statistics.

The purpose of this course is to provide a solid background in probability theory and statistics for students who wish to develop some proficiency in this area. It is primarily a fundamentals course, however, and the student will find the material presented widely applicable to real world problems. An introductory statistics course, such as MC 020, is a prerequisite.

Certain appropriate mathematical techniques (e.g. integral calculus) that are necessary for a proper understanding of the materials will be reviewed in class. Topics to be covered include probability theory, distributions, random variables, decision theory, estimation, hypothesis testing, estimation and regression.

Homework will consist of text reading, reference reading, problem solving and case preparation and should require about 5 to 6 hours per week for the average student. More proficient students will be encouraged to study subjects more deeply and to lead problem solving sessions. These problem sessions will be given on a regular basis if there is sufficient demand.

### **Mc 056—Statistical Decision Theory**

Prerequisite: Core course in Statistics.

The purpose of this course is to introduce the student to the techniques and practices of statistical decision theory. Some prior knowledge of classical statistical inference is very helpful, but not an absolute requirement as many of these concepts are developed in the context of decision theory.

The course can be roughly divided into three sections. The first section consists of a review of probability and statistical concepts leading to the area of decision-making without sample information. Much of the terminology used in

statistical decision theory, such as Expected Monetary Value, Opportunity Loss, and Regret is introduced in a traditional statistical context. The next section deals with the question of how additional information provided by sampling can be included in the decision process. Specifically the concepts dealt with include optimal sample size, statistical decision rules and revision of estimates based on sample information. More realistic, ill-defined decision problems are introduced during the third portion of the course through the vehicle of cases. At this time the student is introduced to the use of a computer in order to relieve some of the computational burdens. Computing capability is required in order to solve many complex real world decision problems.

#### **Mc 059—Statistical Forecasting and Time Series Analysis**

Prerequisite: Core course in Computer Science and Statistics.

In order that efficient computational techniques may be employed in subsequent forecasting exercises, some exposure to computing is a prerequisite for the course. This computational skill will be exploited through consideration of traditional methods of statistical forecasting, principally the isolation of seasonal, cyclical, trend, and random components of time series data. Forecasting by methods of exponential smoothing will also be considered.

Major emphasis will be placed on the understanding and the application of methods of regression analysis as appropriate to statistical forecasting. To further emphasize statistical forecasting via regression analysis, a team project will be undertaken with the objective of developing a "real world" application, such as a macro-economic predictive model based on regression-computed parameters computed from available data bases.

#### **Mc 061—Simulation Methods and Applications**

Prerequisite: Core course in computer science and statistics.

The major emphasis of this course concerns the design and analysis of models of relatively complex systems. The first portion of the course concerns itself with the methodology of simulation. This will be followed by a consideration of the various uses of simulation models which have appeared in the literature. A knowledge of various analytical techniques such as regression analysis and experimental design may be useful for analyzing and contrasting results but is not required. What is necessary is the ability to use computing equipment. Using the models constructed requires computational effort. (This does not mean you must know how to program).

Everyone in the course will be required to participate in a project, so that approximately  $\frac{1}{3}$  of class time during the semester will be devoted to planning and analyzing the project. The course presumes that the only way to understand the process of building, evaluating and operating a model is to actually build and operate one. Consequently, the project forms a major focus for the entire class, and the groups within the class.

#### **Mc 65—Systems Analysis and Information Systems I**

Prerequisites: A facility with at least one higher level machine language (e.g. FORTRAN, COBOL, PL/1).

The objectives of this course are to engender an appreciation of systems design concepts on a machine-independent level through an understanding of BASIC ASSEMBLY LANGUAGE (BAL) programming techniques. The principal systems design criteria of speed and efficiency will be explored via consideration

of benchmark algorithms and macro-instructions as the fundamental building blocks of system design.

The limits of a given information processing resource configuration, as manifest in the available instruction set, the utilization of main frame and peripheral memory, and the efficiency of access, will be examined. In addition, traditional information processing problems and algorithms, such as file processes and search algorithms will be explored.

Finally, the understanding of systems design fundamentals will be applied through an examination of the relevant design criteria appropriate to the development of a batch processing oriented higher level 'language.'

#### **Mc 066—The Computer Impact**

Prerequisite: the ability to write computer programs, or if that shall be absent, the ability to learn to write a BASIC Computer Program during the semester.

The course will be geared as a consciousness-expanding inquiry into the increasingly significant impact of computers on our lives and culture; it will be a 'qualitative computer' course.

Enrollees will be required to select a semester research topic in consultation with the instructor and in conjunction with the course texts. The research will be the basis for student-led class discussions, and a term paper. Team inquiry will be encouraged. Topics of interest might include: The Computer as Medical Diagnostician; Computer Aided Instruction: Boon or Boondogle; Privacy and the Computer; Unbundling and Computer Software; Computers in the Credit Industry; Future Hardware Technologies.

One aspect of the course will be a consideration of the parameters of interest in the acquisition of computational resources; specific questions to be considered are: the needs to be satisfied, hardware capabilities, software capabilities, leasing, purchase, and service bureau arrangements.

#### **Mc 070—Computer Languages**

Prerequisite: Experience with a Programming Language.

Communicating with computers can be both an interesting and challenging activity. With some exceptions, skill in one programming language serves as a very successful aid in learning others. Most are similar in structure, merely employing different syntax rules to achieve their objective. The crux of programming is not really the language per se (i.e., syntax, rules, statement construction, etc.) but rather the algorithmic or logical design of the program. This comes only through writing many such programs.

The student must have skill in a programming language in order to take this course (Almost any language is sufficient, FORTRAN, BASIC, or BAL is preferred). The content will consist of four mini-courses designed to give to the student facility in COBOL, PL/1, APL and a simulation language. Some sessions will be devoted to Job Control Language (JCL).

Students will be required to write at least 3 programs in each of these languages, and in groups, to design a program to test the diagnostics of the different computers. Skill in utilizing both tape and disk equipment will also be part of the course objectives.

Upon the completion of this course the student should feel comfortable with several languages and be confident that acquiring skills in additional ones will not be difficult.

Programs will be written in both the time sharing and the batch processing modes. The course should require 4 to 8 hours per week out of class, and



will necessitate that the student keep pace. It is likely that separate texts will be required (paperbacks) for each of the different languages. The class activities will include lectures, group discussions, and program writing laboratories.

### **Mc 80—Long Range Planning**

Prerequisite: All core courses and Statistics.

Basic concepts of business planning, goals, and objectives, outside-in approach, inside-out approach, the task of appraisal of plans, planning and budgeting, computers, and long-range planning operations research and planning, implementing plans, organization of the planning function and measurements against plan. Case studies will be used from a variety of organization settings.

### **Mc 83—Project and Systems Management**

Prerequisite: Mc 80 or permission of the instructor.

Planning, programming, budgeting, scheduling and evaluating; project organizations; matrix organization; research; development and engineering; new product and business development; managing complexity in situations requiring many groups and many organizations; management information system and control; cost-benefit analysis; manpower and project management. Case studies will be used to illustrate important problems.

### **Mc 084—Advanced Statistical Methods I**

Prerequisites: some differential calculus, and a basic course in statistics. The Ability to use a computer and some familiarity with matrix algebra would facilitate work but are not absolutely necessary.

This course concentrates on two themes: (1) how do you design an experimental situation to maximize the amount of information gained from the experiment. A great deal of time is also spent in developing and describing the linear models underlying these experimental designs. These models are not conceptually difficult and lead to a much more complete understanding of the basic ideas of statistical design. Particular topics covered include blocking, complete and fractional factorial designs and the design and analysis of response surface or optimum designs.

Class sessions are mainly devoted to problem sessions. The way to understand this material is to do lots of problems, so consequently, much emphasis is placed on problem solving. Probably four to eight hours work outside of class should be expected.

### **Mc 085—Advanced Statistical Methods II**

This course is a continuation of MC 084 and consequently Mc 084 or an equivalent is a prerequisite. Concentration will be placed upon the design, analysis and interpretation of large scale data analysis problems. Topics will include advanced multivariate methods, discriminate analysis, factor analysis, and aspects of designing sample surveys. Emphasis throughout will be placed on practical applications and consequently much emphasis will be placed upon the use of scientific subroutine packages available on computers. Students are expected to complete a term project incorporating the above methodologies.

### **Mc 090—Management Science and Applications**

Prerequisites: Statistics and computing core course or equivalent.

Techniques in management science as applied to realistic problems. A broad spectrum of methods in decision making which include coverage of mathematical programming, mathematics of finance, simulation, Bayesian decision theory, and probabilistic models in marketing.

Case studies and current articles will be used extensively. Emphasis will be placed upon problem formulation and results interpretation.

### **Mc 091—Management Science and Applications II**

Prerequisite: All core courses and Mc 90.

An extension of Mc 90. Illustrations will be expanded to include further work in mathematical programming, inventory models, market analysis, queuing theory, and quality control methods.

### **Mc 101—Operations Research I**

Prerequisites: Calculus and some knowledge of matrix algebra. Some knowledge of computer programming is desirable.

The field of operations research includes a number of areas concerned with quantitative methods for decision making. In Mc 101 and Mc 102 a number of these areas are examined with the object of seeing what methods are most frequently used, and what their implications and limitations are.

Mc 101 is concerned with the mathematical programming. Linear and quadratic programming methods will be developed in depth. Some topics in nonlinear programming and integer programming will also be included. In addition to homework and tests, each student is assigned an individual project which involves pursuing in depth a problem related to the classroom subject matter.

### **Mc 102—Operations Research II**

Prerequisites: Differential and integral calculus, and a course in probability and/or statistics. Some knowledge of computer programming is desirable.

The major analytic areas developed are programming and queuing theory. Specific topics will include networks, inventory scheduling, optimization over unbonded horizons, probabilistic inventory models, single-server models, multiple server models, and birth-and-death processes. While this is something of a continuation of Mc 101, and will be run in a similar manner, that course is not absolutely necessary for understanding of this material.

### **Mc 110—Research Seminar I**

Prerequisite: Permission of the Instructor.

Opportunity for selected students in the Honors Program or for well qualified MCS concentrates to work closely with a faculty member on a research problem. Any interested student should discuss research topics and make arrangements with the faculty member with whom he wishes to work.

### **Mc 111—Research Seminar II**

Prerequisite: Permission of the Instructor.

Continuation of Mc 110.

**Faculty**  
**Department of Management and Computer Sciences**

*Professor:* Richard B. Maffei (*Director*)\*.  
*Associate Professor:* John J. Neuhauser (*Acting Director, Fall 1971*).  
*Assistant Professors:* John F. Canty, Jr., Vincent Dunfey, Joseph T. Howson, Jr.,  
*Instructors:* Leo J. McDonough, S.J., Charles P. Olivieri,  
Michael W. Rubin.  
*Lecturer:* Leopold R. Michel.

\*On leave, Fall 1971

## **Department of Marketing**

### **Mk 021—Basic Marketing**

This course will present an overview of the full range of activities involved in marketing. Attention will be given to the appraisal and diagnosis, organization and planning, and action and control of all elements of marketing. Specifically, the functions of the product and service mix, distribution mix, communication mix, and pricing mix will be considered.

### **Mk 052—Consumer Behavior**

This course is designed to integrate the disciplines of psychology, anthropology, and sociology with marketing to explain, understand and predict consumer decisions. This is achieved by exploring both the theoretical and practical implications of (1) individual behavioral variables such as motivation, learning, perception, personality and attitudes (2) group influences such as family, culture, social class and reference group behavior and (3) consumer decision processes such as cognitive dissonance, brand loyalty and new product adoption and risk reduction.

### **Mk 063—Retailing**

This introductory course is intended for students exploring the possibility of retailing as a career choice. It is suitable as an elective for a School of Management student, whether a marketing major or not, and is equally applicable to a non-School of Management student who wishes to gain some insight into the nature, scope and management of retailing. There are no prerequisite courses in marketing, accounting or economics. Concepts from these areas are integrated into the course at a non-technical level.

The course covers basic topics in the history, structure and environment of retailing, merchandising, buying, control and accounting, pricing, promotion, organization, management, and retailing as a career. A text, lectures, outside speakers, possibly some programmed learning aids and case materials will provide the basic instructional materials.

### **Mk 054—Communication and Promotion**

This course deals with the communication function in marketing. It begins with an explanation of the nature of promotion, its role in the marketing mix, the environmental context in which it is carried out, and the behavioral concepts which shape promotional decisions. The second section of the course examines the effects of mass communication and personal communication in



influencing attitudes, and the role of communication in the diffusion and adoption of innovations. The third section deals with concepts of market segmentation and the selection of appropriate recipients for promotional efforts. The final part of the course examines the tools of the promotional mix in terms of the conceptual frameworks previously developed. It covers messages, mass media, personal selling, and ancillary promotional materials. The course employs a text, additional readings, lectures, discussions and case material.

While this course is primarily focused on the needs of marketing majors, it is suitable as an elective for any School of Management student, and for other students interested in communication and the persuasive process. The fundamental material is as applicable to the needs of non-profit institutions as it is to commercial enterprises.

### **Mk 055—Sales Management**

Sales Management: the planning, direction, and control of selling activities, including the recruiting, selection, training, supervision, and compensation of the sales force, establishment of goals and measuring performance; coordinating sales activities with advertising and special forms of promotion and other departments of business; and providing aids for distributors.

### **Mk 057—Personal Selling**

This course is an introduction to the most significant promotional force of all—personal selling. Both principles and techniques of selling will be covered. Although no magic formulas, recipes, etc., will be provided, it will cover in some detail the programs and practices developed by successful salesmen. This course is suitable for students whose main interest is marketing, for those who train salesmen, and for those who look forward to selling careers with established firms or on their own.

### **Mk 103—Basic Marketing Research**

This course covers the fundamentals of scientific investigation in solving marketing problems. Each step is outlined and carefully presented—from the initial planning and investigation to the final conclusion and recommendation phase. This procedure requires a working knowledge of both quantitative and qualitative analysis and seeks to equip students with the correct methodology for solving marketing problems.

### **Mk 104—Applied Marketing Research**

Prerequisite: Marketing 103 or its equivalent.

This course involves the application of marketing research techniques to *actual* problems. Specific attention is focused on proper problem definition, sample and form design, and correct interpretation procedures. The problems can be worked upon either in small teams (not exceeding three students) or as individual projects. Data processing equipment will be made available whenever needed.

### **Mk 105—Quantitative Marketing**

This course will emphasize quantitative approaches to the formulation of marketing problems and the analysis of marketing decisions. Attention will be given to the analysis of marketing data, employing both parametric and non-

parametric analytical techniques, and the building and applications of models in marketing decision making.

**Mk 106—Applied Marketing Management**

Marketing decisions are made in a competitive environment through a simulated decision game. Participants are required to organize the company, set goals, and develop marketing plans. Decisions pertaining to products, advertising, sales force, price, research, etc., are made by drawing on principles from previous courses. Selected cases are used to supplement the simulation exercise.

**Mk 109—Individual Study**

An individual study course offered by the department requiring permission of the Chairman.

**Mk 111—Distribution Channels**

This course is intended to look at the broad subject of distribution. It will view the field of distribution from the economic, functional, institutional and behavioral perspectives. The content here covers the traditional subjects of transportation, logistics, warehousing and system design; along with some of the contemporary issues such as behavioral dimensions, channel management and new methods of distribution. In presentation a balance is kept between theory, applications and analysis.

**Mk 112—Social Issues in Marketing**

This course is directed to provide a balanced and well structured treatment of the social issues which face the field of marketing. The social goals and role of marketing are appraised, dealing both with the broad issues and with specific examples and applications. The systems approach to these decision areas is emphasized along with an interdisciplinary view on the application of marketing techniques, both in public agencies and nonprofit institutions. Classic issues such as social efficiency, fair competition, and consumer sovereignty are covered along with the more contemporary issues such as product safety, warranties and service, deceptive selling practices, consumerism, the ghetto consumer, truth in lending, misleading advertising and environment protection problems.

**Faculty  
Department of Marketing**

<i>Professor:</i>	Joseph D. O'Brien ( <i>Chairman</i> )
<i>Associate Professor:</i>	Joseph Gartner.
<i>Assistant Professors:</i>	Joseph E. Devine, John T. Hasenjaeger, Robert D. Hisrich, Michael Peters.
<i>Instructor:</i>	Wallace Feldman

**Department of Administrative Strategy and Policy**

**Ba 101—Administrative Strategy and Policy**

The focus of study is the administrative process dealing with organizational guidance—from a top-management perspective. This involves the nature,

formulation, and implementation of policy and strategy; the necessity of, and problems resulting from, functional integration and human interaction; the planning, organizing and controlling processes; the evaluation of risks and alternatives; and administrative philosophies and ideologies. Considerable emphasis is placed on student participation through class discussion, and on the development of administrative skills.

**Ba 104—Case Research Program**

Prerequisite: Permission of Instructor.

In the CASE RESEARCH PROGRAM the management student studies, and is put in contact with, real-world organizations by directly involving him in various actual business and non-business experiences. This is performed by the participant writing, analyzing, and consulting on real-world cases on an individual basis—each student being responsible for his functioning and success. The CASE RESEARCH PROGRAM forces the student to apply his education, synthesizing various disciplines, theories, concepts, and techniques, therefore departing a degree of “reality and relevance” to the student’s education which may not otherwise be present. As a result, the participant develops a rapport with the business and non-business community and with the management profession, exposing him to the realities of both, and assisting him in developing the conceptual, analytical, expressive, and human skills he will find necessary in practice.

**Ba 106—Environment, Management and Society**

An analysis of the interrelationships between an organization and society as each seeks to achieve its objectives by coping with a constantly changing environment. Various concepts of corporate social responsibility are explored and applied, attempts by business to contribute to the solution of social problems are investigated, and the student, through extensive case analysis and special projects, is given ample opportunity to gain a deeper understanding of his own value system and to develop skill in decision-making under conditions of uncertainty and value conflicts. (Offered to students of all schools at Boston College).

**Faculty**

**Department of Administrative Strategy and Policy**

- |                               |                                                  |
|-------------------------------|--------------------------------------------------|
| Professor:                    | Walter H. Klein ( <i>Director 1972-1973</i> )    |
| Assistant Professor:          | David Murphy.                                    |
| Adjunct Associate Professor:  | Ermenegildo Alfano ( <i>Director 1971-1972</i> ) |
| Visiting Associate Professor: | Bruce N. Baker.                                  |

**Organizational Studies**

**OS 023—Methods of Inquiry in Human Behavior**

This course will allow the student to inquire into the patterns of human behavior and to help him think and behave more effectively in relation to human problems. It will focus upon the methodologies involved in investigating such problems as the urban crisis, education, career development, and human adaptation as these apply to students’ concerns, general and personal. It is designed to enhance the students’ own competencies to address these problems in their personal lives and organizational careers. Behavioral methodology, including experimental design, field research methods and small group study will be emphasized.

Second Semester



## **OS 021—Introduction to Organizational Studies**

This course concerns a newly emerging technology and body of theory which can help make individuals more aware of group and organizational events and is beginning to make organizations more responsive and changeable. The course is designed to help the student understand the human groups and organizations in which he is currently and with which he will become involved in his later career. Selected exercises, cases, readings and field projects will be used to amplify the central concepts in the area of group and organizational behavior.

## **OS 102—Dynamics of Organizational Psychology and Behavior**

People work and make decisions in group and organizational settings. Individual and social psychological concepts will be applied to assist the student to become more effective and influential in a variety of situations including business, governmental, service and other institutional environments. As an aid to understanding and personal growth, situational and case material will be utilized. Group or individual projects are encouraged.

Second Semester

## **OS 105—Manager in the Organization**

This course examines the role of manager in modern, complex organizations in industrial as well as other settings. Major emphases in the course will include: individual versus participative decision-making, effective leadership styles, and subordinate performance appraisal. Primary attention will be given to situation factors which influence leadership effectiveness, building upon current theory and applied research in the field. Case studies, small group discussions, lecturettes and designed situational exercises will be the teaching methods used.

## **OS 109—Group Dynamics**

This course is designed to study the effect on behavior and work performance generated by small groups. In this course small groups are considered as a special case of the more general type of system, the social system. The emphasis is upon ways of thinking about groups and their effect upon the total organization. Consideration will be given to such areas as group processes and the relationship between the individual, the group, the organization and the larger social system. Consideration will be given to labor relations as one aspect of group dynamics. Small group discussion and specially designed situational exercises will be used.

First Semester

## **OS 106—Interpersonal Communication**

This course focuses upon two-person relationships in organizations. The outcomes of these one-to-one relationships range from communication breakdown and task ineffectiveness to useful, reality-based solutions to problems. These outcomes do not "just happen." Rather, the events that produce them can be observed and understood.

A way of looking at interpersonal dynamics will be developed, drawing upon the fields of individual development, motivation, counseling psychology and general semantics. Case situations will be analyzed with an aim toward understanding how valid, personally fulfilling, productive relationships become established and sustained. Activities will also include practicing new behavior in classroom exercise settings.

First Semester

The objective of this course is to provide the student with an opportunity to consider the nature of organizational procedures and practices, and to consider their impact upon life in the organization and in the community. The organization will be viewed as a social system influencing and being influenced by its environment. Organizational procedures and practices and the various logics which sustain them will be viewed as aspects of a social system.

The course will consider procedures and practices in a number of different types of organizations: productive, scientific, government, educational, etc. Consideration will be given to such organizational variables as technology, characteristics of organizational members, etc. The relationship between community problems and organizational procedures and practices will also be investigated.

First Semester

### Faculty Organizational Studies

<i>Professors:</i>	David Moment, Edgar F. Huse ( <i>Director</i> ).
<i>Associate Professor:</i>	James L. Bowditch.
<i>Assistant Professors:</i>	Dalmar Fisher, John W. Lewis, III.
<i>Lecturer:</i>	Jack E. Rosin.



## Non-Professional Courses\*\*

### Department of English

*Chairman:* Andrew J. VonHendy.

#### En 1-2—Rhetoric and Introduction to Literary Forms

Three credits each semester.

The general aim of the freshman year is to train the student through disciplined reading of prose and poetry to a recognition of what is best in literature, and through frequent writing to a mastery of the effective use of language. The first semester will emphasize expository and argumentative writing in association with a study of the rhetorical techniques of invention and disposition. Though the second semester will continue the study of rhetoric, especially style, the main emphasis will fall on the reading of poetry, drama, and imaginative prose, and the analysis of literary forms.

#### En 011—English for Foreign Students

Repeated fall and spring semester. Four hours of class, four hours of language laboratory, two hours of tutoring required. Open to undergraduates, graduate students, teaching assistants, faculty, and other interested people on campus. Pronunciation, listening, writing, and reading of English for use in the college community in which the student must operate.

\*\*For additional elective courses please consult the College of Arts and Sciences issue of the *Boston College Bulletin*.

### Department of Mathematics

*Chairman:* Joseph A. Sullivan.

#### Mt 3-4—College Mathematics

Three credits each semester.

This course is designed to provide a foundation for the use of mathematics in business courses. Topics covered include sets and elementary logic, probability, functions, solution of linear equations, matrices, determinants, vector spaces, and linear programming. This course also provides an introduction to calculus including limits, derivatives, with applications to the determination of maxima and minima, and integrals. Applications are made to business and economics.

#### Mt 11-12—Calculus, 1, 2

Three credits each semester

Prerequisite: Mt 3-4 or the equivalent

This course in elementary differential and integral calculus is designed for students in management. Topics include analytic geometry, differentiation, integration, and differential equations with applications exclusively in the areas of business and economics.



# Department of Romance Languages and Literatures

*Chairman:* J. Enrique Ojeda

An asterisk after a course title indicates that the course carries a laboratory fee.

## FRENCH

### **Fr 1-2—Elementary French\***

Three credits each semester.

An introduction to the study of French. This course begins the development of some of the fundamental skills: reading ability, aural comprehension and controlled oral expression. Class introduction is supplemented by optional laboratory work.

### **Fr 11-12—Intermediate French\***

Three credits each semester.

Prerequisite: Fr 2 or its equivalent.

The prime object of this course is to consolidate previous language study into a functional body of knowledge. A review of the elements of French will be supplemented with the reading of selected texts, oral practice, and optional laboratory work.

## ITALIAN

### **It 1-2—Elementary Italian\***

Three credits each semester.

An introduction to the study of Italian. This course begins the development of some of the fundamental skills: reading, ability, aural comprehension, and controlled oral expression. Class instruction is supplemented by optional laboratory work.

### **It 11-12—Intermediate Italian\***

Three credits each semester.

Prerequisite: It 2 or its equivalent.

The prime object of this course is to consolidate previous language study into a functional body of knowledge. A review of the elements of Italian will be supplemented with the reading of selected texts, oral practice, and optional laboratory work.

## SPANISH

### **Sp 1-2—Elementary Spanish\***

Three credits each semester.

An introduction to the study of Spanish. This course begins the development of some of the fundamental skills: reading ability, aural comprehension, and controlled oral expression. Class instruction is supplemented by optional laboratory work.

### **Sp 11-12—Intermediate Spanish\***

Three credits each semester.

Prerequisite: Sp 2 or its equivalent.

The prime object of this course is to consolidate previous language study into a functional body of knowledge. A review of the elements of Spanish will be supplemented with the reading of selected texts, oral practice and optional laboratory work.

# Department of Philosophy

*Chairman:* Joseph Flanagan, S.J.

## PI 22—Philosophy of Man

This course considers the nature of man from the evidence of personal experience, science, and the philosophical reflections of key figures in Western thought.

## PI 54—Ethics

An investigation of the rational basis of moral value in an attempt to establish ethical principles. Specific application of these norms will be examined.

## PI 76—Metaphysics

A study of contemporary and classical formulations of metaphysical systems which will attempt to establish the need for a metaphysical approach to philosophical problems. Finite man's knowledge of an infinite God will also be considered.

# Department of Theology

*Chairman:* Thomas P. O'Malley, S.J.

Listed are only a few of the wide variety of Theology electives available. Consult Arts and Sciences issue of the *Boston College Bulletin*.

## Th 006—Theology of Religious Experience

A study of the development of religious consciousness together with its roots and expressions in both the individual and the religious group. Such topics as the following will be treated: religious identity, conversion experiences, religious maturity, the sacred and its meaning.

## Th 010—Introduction to the Old Testament

A critical analysis of the Old Testament, using modern form criticism technique. Salvation history in Egypt and the Exodus. The Covenant and the Mosaic code. Conquest, kingdom, and exile. The prophetic protest. Wisdom literature.

## Th 031—The Gods of Atheism

A study of the new, worldwide apocalypse—the mystery of modern man's adventure in organized humanistic atheism. Seventeen intellectual giants—not all atheists—are studied directly and a host of others collaterally. The course is divided into four parts, each emphasizing a pull in man's spirit that attracts him to create agnostic, utopian deities as replacements for the God of the Sacred Scriptures.

## Th 045—Theology Today

This first part of this course will consider the relation of philosophy and theology, human existence, revelation, belief and unbelief, the language of theology, and the relation of Christianity to other religions. The second part of the course will consider contemporary theological approaches to traditional doctrines of Christianity: God, Christ and Church.

## **Th 051—Principles of Jewish Theology**

A survey of the basic principles of Jewish Theology based on readings in Classics of Jewish religious literature.

## **Natural Science**

An asterisk after the course title indicates that the course carries a laboratory fee.

### **Department of Biology**

*Chairman:* Donald J. Plocke, S.J.

#### **Bi 3-4—General Biology I, II**

Four credits each semester.

A course designed to bring to the attention of students the relevance of biology to everyday life and to illustrate application of the scientific method to problems of biology. Living organisms are considered with respect to their function in isolation (topics discussed include diversity, physiology, metabolism, genetics, and development), and their function in association (topics discussed include behavior, population dynamics, ecology, evolution). Three lectures and one three-hour laboratory period per week.

#### **Bi 5-6—General Biology I, II**

Three credits each semester.

A survey of Biology without laboratory designed for students who have had no previous courses in Biology. The course mainly discusses man with emphasis on the following areas: cellular structure, function, chemistry, and the anatomy and physiology of the major organ systems of the body and how they are influenced by internal and external factors. The second semester's topics include: development, classical and molecular genetics, evolution, ecology, and behavior.

### **Department of Chemistry**

*Chairman:* Robert F. O'Malley

#### **Ch 3-4—Concepts of Chemistry**

Three credits each semester.

A course designed exclusively for those not majoring in the natural sciences. The structure and methodology of science as exemplified by chemistry is treated along with the practical effects of chemistry upon society. The historical development of chemical concepts is treated citing the contributions of key individuals. The areas treated are mainly inorganic, organic chemistry and thermodynamics. No prior knowledge of chemistry is required and the use of mathematics is minimal.

### **Department of Geology**

*Chairman:* George D. Brown, Jr.

#### **Ge 11-12—Physical and Historical Geology\***

Four credits each semester.

This course surveys the major geologic processes operating in the cycle of mountain building, both in the Earth's interior and at the surface. The course encompasses a study of the age, origin and history of the development of the



Earth to its present form as recorded in its sedimentary, igneous, and metamorphic rocks and as deduced from the fossil record. Three lectures and one two-hour laboratory conference period per week for one semester; successful completion of laboratory is required.

## **Department of Physics**

*Chairman:* Robert L. Carovillano

### **Ph 17-18—General Physics I, II (Non-Calculus)**

Three credits each semester.

An introduction to classical and modern physics; the main emphasis being on fundamental principles. A laboratory is recommended (Ph 101-102).

## **Social Science**

### **Department of History**

*Chairman:* John L. Heineman

#### **Hs 001-002—Europe Since 1500**

Three credits each semester.

A survey of European history since 1500, designed to introduce the student to the important events and themes of modern history, and acquaint him with some of the important problems and sources which historians consider when they study European civilization. Not intended to be a narrow study of Europe, the course examines the evolution of Europe's social structures and their expression in political institutions.

#### **Hs 003-004—Europe Since 1500**

Three credits each semester.

A survey of European history since 1500, covering the same general areas described above, but conducted by individual professors in small classes, which will permit a more informal atmosphere and maximize student participation. The lectures are geared toward exploring several basic problems in depth rather than capsulizing everything.

#### **Hs 011-012—Western Civilization**

Three credits each semester.

A survey of western civilization from the beginning of the Roman Empire to the modern era. It emphasizes political and cultural history, and stresses an introduction to the origins and complexities of our European, western, and Christian inheritance.

## **Department of Political Science**

*Chairman:* David Lowenthal.

#### **Po 21-22—American Government**

Three credits each semester.

This course is an extended treatment of the essentials of American Government (national, state, and local) and of selected policy issues.

**Po 31-32—Fundamental Concepts of Political Science**

Three credits each semester.

This course introduces the student to the analysis of governmental systems. For non-majors.

**Department of Psychology**

*Chairman:* William Ryan.

**Ps 40—Introduction to Psychology**

This course will cover the fields of social psychology including areas of motivational dynamics, development of personality, group dynamics, perception, and a social-psychological view of social problems.

**Additional Courses Available**

In addition to the courses listed above, a great many courses offered in the College of Arts and Sciences are available to students in the School of Management as electives.







# Academic Calendar

## September 1971-June 1972

### First Semester

Sept.	13-17	Monday-Friday: Registration Freshman Orientation
Sept.	17	Friday: Faculty Convocation
Sept.	20	Monday: Classes begin
Oct.	11	Monday: Columbus Day—no classes
Oct.	25	Monday: Veterans Day—no classes
Nov.	24	Wednesday: Thanksgiving holidays begin at noon
Dec.	17	Friday: Christmas holidays begin at noon
Jan.	3	Monday: Classes resume
Jan.	17-21	Monday-Friday: Registration for second semester
Jan.	17-25	Term Examinations

### Second Semester

Jan.	31	Monday: Classes begin
Feb.	21	Monday: Washington's birthday—no classes
Mar.	17	Friday: President's Day—no classes
Mar.	29	Wednesday: Easter recess begins at close of classes
Apr.	10	Monday: Classes resume
Apr.	17	Monday: Patriot's Day—no classes
May	12	Friday: Final class day for second semester
May	15-23	Term Examinations
June	4	Sunday: Baccalaureate
June	5	Commencement

## September 1972-June 1973

### First Semester

Sept.	11-15	Monday-Friday: Registration Freshman Orientation
	15	Friday: Faculty Convocation
	18	Monday: Classes begin
Oct.	9	Monday: Columbus Day—no classes
	23	Monday: Veterans Day—no classes
Nov.	22	Wednesday: Thanksgiving holidays begin at noon
Dec.	19	Tuesday: Christmas holidays begin at close of classes
Jan.	3	Wednesday: Classes resume
Jan.	15-19	Monday-Friday: Registration for second semester
Jan.	15-23	Term examinations

### Second Semester

Jan.	29	Monday: Classes begin
Feb.	19	Monday: Washington's Birthday—no classes
Mar.	16	Friday: President's Day—no classes
Apr.	13	Friday: Easter recess begins at close of classes
Apr.	30	Monday: Classes resume
May	18	Friday: Final class day for second semester
May	21-31	Term examinations
June	11	Monday: Commencement





# **Graduate Division**

## **Education For Management**

### **Objectives of the School of Management**

In recent years, a great deal of attention has been directed toward determining the most effective approach for the education of managers. Perhaps no other segment of the academic community has subjected itself to such penetrating self-analysis. The consequence of this effort is the recognition of the need for professional education based on broad knowledge rather than specialized training. There is a great need for managers who have the necessary psychological attitudes and professional skills to enable them to be effective in a world of change. Imaginative people must emerge who have an interest in processes and a desire to create new forms. If schools of management are to meet these needs, they must provide future managers with a knowledge of the methods and processes of professional management and an understanding of the complex and evolving social system within which they will apply this knowledge. Thus, the challenge is in developing competence in the application of professional skills to the solution of the external as well as the internal problems of organizations.

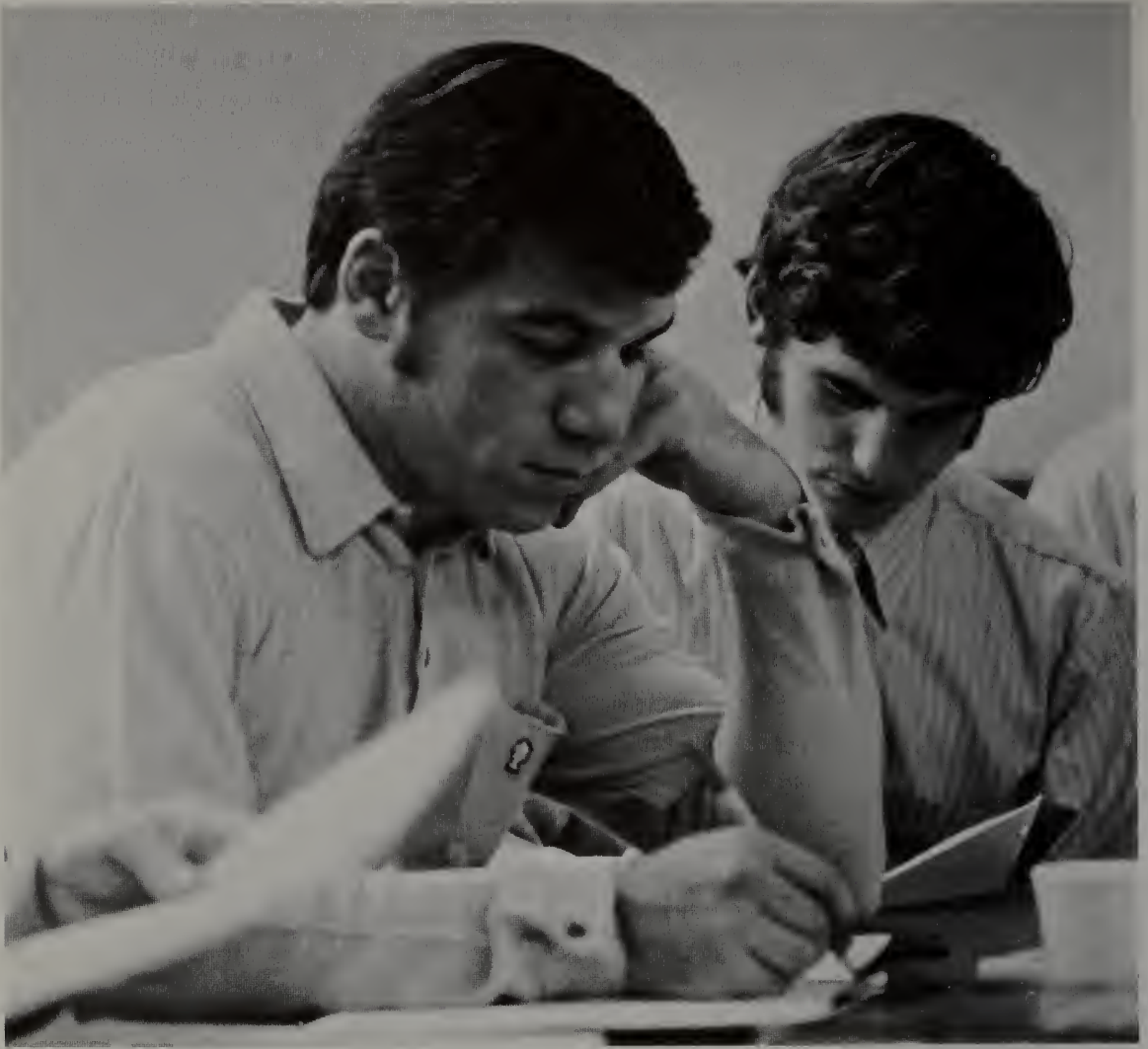
### **The M.B.A. Program**

The primary objective of the M.B.A. Program at Boston College is to provide mature men and women with a broad professional education that will prepare them for important management positions in business and in other institutions. A manager is viewed as a person who makes significant decisions and assumes the leadership responsibility for the execution of these decisions. The M.B.A. Program, therefore, emphasizes the development of the student's ability to make and execute decisions. Toward this end, the program of study is designed to accomplish goals in the following areas:

1. *Critical Analysis*: To equip students to think logically and to apply analytical methods and skills in evaluating and solving managerial problems.

This involves the ability to recognize and define significant problems, gather and evaluate information, identify alternative courses of action, and reach conclusions or solutions which can be translated into concrete decisions and actions.





2. *Business Operations:* To provide students with a working knowledge of the basic concepts and principles which have general applicability in the basic operational areas of the business firm and other institutions.

In studying the individual areas—finance, production, and marketing—the student develops his understanding of the functions and responsibilities of operational management. In broader terms, the student gains a fuller realization of the interrelationships of the basic business functions and the applicability of the management process at all levels of managerial decision-making. Primary attention is focused on the general management point of view.

3. *Changing Environment:* To develop in the student an understanding of the complex and changing environments within which the manager must make and execute his decisions.

This includes the study of the internal environment of the firm—the formal and informal organization of human resources to accomplish the objective of the business—and the external environment—the economic, political, and social system which constitutes the environment of the organization. The study of these internal and external environments raises important questions concerning the values and responsibilities of organizations in relation to the human and social implications of their actions.

4. *Professional Development*: To encourage students to develop, as individuals, those attitudes, skills, and commitments which best equip them to perform effectively as responsible leaders in business and in society.

Understanding of human motivations and group interaction provides a basis for improving leadership skills and for strengthening communication. Written and oral communications are stressed as skills which are necessary for the realistic preparation of managers. While in the program, the student learns to appreciate that, as a manager, he must continue to educate himself throughout his career or risk professional obsolescence. Course work, therefore, encourages the student to learn independently and to assess the usefulness of new knowledge as the basis for developing his capacity for continued professional growth through self-education.

5. *Special Professional Interests*: To provide the opportunity for students to pursue more advanced and difficult management problems in areas of special interest.

While the program provides for breadth of knowledge in a prescribed set of course offerings, it also allows for additional in-depth study in a program of course concentrations, electives, and independent study options. In these advanced courses in the various fields of management, the teaching emphasis is on the problems, opportunities, and responsibilities of the manager in business and in other organizations.

No statement of the goals of education for management would be complete without stressing the importance of overall perspective. While students receive rigorous training in specific business disciplines and management techniques, a broad emphasis is placed upon the integration of this knowledge into a broader understanding of the role of the general management function. Some aspects of management such as planning, organization, coordination, control, human relations, problem-solving, and decision-making are most effectively presented initially in the context of individual functional courses. However, in the building block approach of the course offerings, the final courses require that the student consider management problems at the executive policy-making level. The end result is a program of studies which, while learned in the context of industrial management, is to a considerable extent applicable to management situations in nonindustrial organizations as well.





# Program Approach

The M.B.A. program is designed to provide students with both a common body of knowledge and an area of specialized study. The Common Body of Knowledge (CBK) includes course work in six areas: (1) Environmental Studies; (2) Management Information Systems and Financial Operations; (3) Management Operations; (4) Quantitative Analysis and Computer Science; (5) Organization Studies; and (6) Policy Formulation and Administration. The Common Body course work (with the exception of Policy) will be covered in the first half of the program. In the second half, students will have the opportunity to pursue specialized areas of business interests through a broad selection of advanced courses, electives, and seminars.

## General Requirements

The requirements for the M.B.A. degree are fifty-four (54) credits, comprising eighteen semester subjects. Eleven of these constitute the Common Body of Knowledge requirement and the remaining seven courses are electives. In the elective program, each student may select a concentration option.

All M.B.A. candidates are required to complete 18 courses unless they have been granted transfer credit for graduate work completed elsewhere. Students who have completed undergraduate academic work which is judged comparable to required courses in The Common Body of Knowledge may receive exemptions for these courses through an equivalency privilege. Such exemptions are granted on the basis of the evaluation and recommendation of the M.B.A. Petitions Committee. When exemptions are granted, the student substitutes other courses in his field of concentration or in some other areas of interest. The equivalency privilege provides an opportunity for qualified students to pursue course work in greater depth within the prescribed 18-course program requirement.

Students who have not had previous course work in Principles of Economics or Principles of Accounting will meet requirements in these areas through a program of self-study. This tutorial work will be done in conjunction with courses taken in the Common Body of Knowledge areas.

# Common Body of Knowledge Courses

The Common Body of Knowledge includes course work in the following areas:

1. *Environmental Studies*: The student is encouraged to develop his understanding of the total business environment within which he will operate and make decisions. To be an effective decision-maker, the manager must have an understanding of the economic, social, legal, political, and ethical implications of his alternative courses of action. As a necessary basis for such an understanding, it is important that the student acquire a realistic perspective concerning the evolution of business management and the development of the modern business enterprise. Major consideration is given to the interaction between the organization and its environment, how the enterprise organizes itself to cope with its changing environment, the various kinds of environmental analyses that are helpful for strategic decision-making, and the development of concepts that aid in better understanding broad environmental developments as well as contemporary problems facing society. Overall, the area develops an awareness of the problems of policy formulation under conditions of value conflicts.

Courses: GC 301—Problems of Administration in Changing  
Environments I (Fall)  
GC 302—Problems of Administration in Changing  
Environments II (Spring)

2. *Management Information Systems and Financial Operations*: The new management technologies that have been developing during the past two decades have caused managers to look anew at the traditional functions of accounting and finance. In this sequence, particular emphasis will be placed upon the design and use of information systems for managerial decision-making and control. Also, attention will be given to the reporting of information for use by persons and institutions outside the enterprise. The controller and the information system's executive are emerging as those primarily concerned with the design and use of management information systems. Controllorship and systems design will be emphasized. At the outset, course work will be concerned with the development and use of accounting information to evaluate the status and performance of business enterprises. The focus will be on the use of accounting information in managerial decision-making. Against this background, the course will then consider the financial operations of the business as they relate to current, intermediate, and long-term financing. Case materials will be used to simulate actual problem situations at various levels for different types of organizations.

Courses: GC 321—Management Information, Accounting and  
Control (Fall)  
GC 322—Management Information and Finance (Spring)

3. *Management Operations*: The courses in this area cover the concepts, processes and institutions in the production and marketing functions of the business enterprise. Emphasis is upon the management decisions

which affect the manufacturing, marketing and distribution policies and activities of the organization. Cases, exercises, and readings describing management problems provide the basis for analysis and recommendations.

Courses: GC 331—Management Operations—Marketing (Fall or Spring)  
GC 341—Management Operations—Production (Fall or Spring)

4. *Quantitative Analysis and Computer Science*: In recent years there has been a growth in the use of both analytical methods and computer technology by management groups. In this sequence of courses, the student will begin with an introduction to the computer including computer programming and time-sharing and batch processing methods. Emphasis will be placed on the student's use of the computer as a problem-solving aid. In this context, the course will consider mathematical and statistical methods for the description and analysis of business problems. The latter part of the two-term sequence will be devoted to a consideration of the theory and use of operations research methods in relation to managerial decision-making.

Courses: GC 361—Quantitative Analysis and Computer Operations I (Fall)  
GC 362—Quantitative Analysis and Computer Operations II (Spring)

5. *Organization Studies*: Effective business decision-making and implementation require coordinated action on the part of many individuals within an organization structure having both formal and informal overtones. The sequence of courses in the first year is designed to develop understanding of (1) individual human behavior, (2) group interaction, (3) current leadership theories, and (4) organization theory. The student discovers the nature of the patterns of individual and group behavior from case descriptions, organizational exercises, group discussions, role-playing activities, self-perception exercises, and observation of group interaction. The study of individual and group behavior provides the basis for examining the modern organization as a total system.

Courses: GC 371—Organization Studies (Fall or Spring)  
One additional behavioral elective

6. *Policy Formulation and Administration*: Business policy deals with the overall general management of the business enterprise. Case studies of a variety of companies of differing size, industry, and stage of development provide the basis for determining company policy under conditions of uncertainty. In studying the complex problem situations confronting top executives, the student gains a fuller realization of the meaning of the management process, the interrelationships of the basic business functions, the allocation of human, physical, and capital resources and, finally, the critical importance of planning corporate strategy. In this course, the student must learn to apply wisdom as well as professional skill in evaluating broad problem situations and alternative courses of action involving business values and social responsibilities. As a final course in the sequence, Policy Formulation and



Administration serves as the integrating experience for the total M.B.A. program.

Course: GC 391—Policy Formulation and Administration

(Fall or Spring)

## **Elective Offerings and Concentrations**

When the Common Body of Knowledge requirement has been met, the student will be left with at least seven additional subjects to elect. To satisfy the concentration requirement, the student will be expected to take three or more electives in at least one of several concentration areas. Concentrations are offered in the following areas: Environmental Studies, Management Information Systems, Marketing Management, Financial Management, Management and Computer Sciences, and Organization Studies. The concentrations may include approved courses from other areas of the M.B.A. Program as well as approved courses offered by other colleges and schools of the University. An M.B.A. student has the option throughout the program of concentrating or not concentrating his electives. If he elects at any time not to concentrate his electives, he is required to distribute his electives over at least three fields or areas. Any student who wishes to do so may offer for consideration a "package" of logically interrelated subjects differing from any concentration specified. Such a set will be accepted in satisfaction of the concentration requirement on written approval of the assigned faculty member in a concentration area which most closely relates to the student prospectus.

A thesis written by the student and approved by the faculty may be elected by the student. Once selected, it becomes a degree requirement. This includes the thesis seminar for six credits.

Elective offerings include:

### **Environmental Studies Area**

- GB 409—Industrial Relations
- GB 410—Collective Bargaining and Grievance Handling
- GB 413—Cultural Influences on International Business
- GB 414—Cultural Change and Business Problems
- GB 415—Management in The Future
- GB 416—Management Thought in Perspective
- GB 417—Legal and Social Problems in Business
- GB 418—Business Leadership and Urban Problems

### **Management Information Systems**

- GB 421—Information, Data, and MIS
- GB 423—Cost Administration and Profit Analysis
- GB 424—Contemporary Accounting Problems
- GB 425—Analysis and Approach to Systems Design
- GB 426—Development and Implementation of  
Information Systems
- GB 429—MIS Case Approach

### **Marketing Management**

- GB 431—Marketing Cases
- GB 432—Marketing Research
- GB 433—Sales Management

- GB 434—New Product Development
- GB 435—Consumer Behavior
- GB 439—Quantitative Marketing

### **Financial Management**

- GB 451—Investment and Security Analysis
- GB 452—Money Markets and Financial Institutions
- GB 455—Management of Financial Institutions
- GB 457—Advanced Topics in Financial Management
- GB 458—Finance Seminar

### **Management and Computer Science**

- GB 461—Operations Research I
- GB 462—Operations Research II
- GB 463—Seminar in Management Science I
- GB 464—Seminar in Management Science II
- GB 469—Models for Planning Under Uncertainty

### **Organization Studies**

- GB 472—Organization Design and Change
- GB 477—Industrial Psychology
- GB 481—Group Dynamics
- GB 483—Managerial Effectiveness
- GB 484—Seminar in Organization Development
- GB 488—Seminar in Management Development

### **Policy Formulation and Administration**

- GB 490—Management Decision-Making
- GB 495—Business Planning
- GB 493—Case Research Program
- GB 498—New Business Formation
- GB 499—Mergers and Acquisitions

### **Research**

- GB 500—Thesis I
- GB 501—Thesis II
- GB 510—Directed Research Project I
- GB 511—Directed Research Project II





# Some Features of the Program

All candidates contemplating admission to the M.B.A. program should be apprised of the characteristics of the program.

## Program Options

The M.B.A. program is designed both for students who wish to pursue their program of studies on a full-time basis and for those who wish to study on a part-time basis. The program requirements and course offerings are the same for all students. Students may elect one of the following program options:

1. *Two-Year Program*: This option requires a full course load of four to five courses per semester for two full years.
2. *Three-Year Program*: This is an accelerated part-time program for persons who are able to take three courses per semester for three years.
3. *Four-Year Program*: This option involves two courses per semester for four years and two additional courses taken during the summer semester or as additional courses during the regular school year.

## Class Scheduling Concept

As a general rule, classes in the Graduate Division are scheduled in the afternoon and evenings. Students in the first year of the two-year program will take Common Body of Knowledge courses in the afternoons, usually beginning at 1:00 P.M. In the second year, courses will be taken in the afternoons and evenings depending upon the electives chosen. Students in the three-year and four-year programs will take most of their courses in the evenings. The class schedule is designed, however, to allow a student to take a late afternoon (4:00 P.M.) and evening course on the same day. Where individual employment situations allow this, the late afternoon-evening sequence provides a practical solution to the "number of nights out" problem.

The afternoon and evening class schedule makes it possible for students to combine work experience and graduate education in business. Full-time students generally have their mornings available for part-time work (up to 3 or 4 hours per day). Conversely, persons who work full-time have the late afternoons and evenings available for classes and study. For planning purposes, a student should study on an average of six to nine hours per week for each three-credit course. This workload figure is a general rule and, as such, does not take into account individual differences in capacity and study habits. It is the student's responsibility, therefore, to determine his time priorities and to develop a reasonable balance between his study and his work schedule.

# Teaching Methods

The quality of an educational program is reflected not only in the soundness of its curriculum but also in the effectiveness of its teaching methods. In the M.B.A. program, we do not identify one method of teaching as the most effective medium for graduate instruction. Course content and individual teaching styles are important factors which suggest the use of several different teaching methods. In this regard, we recognize the privilege and the deep responsibility of the individual professor to choose his own method of instruction: seminar, case method, simulation, lecture plus group discussion, work groups, or whatever combination of methods he considers most effective for his course.

Generally speaking, course work will involve considerable analysis and discussion of business problems. Student effort in courses will involve both substantial pre-class preparation and active participation in class discussions. At the graduate level, a student is capable of reading and understanding most of the text material without instructional guidance. Class time, therefore, is concerned with the application of the text material to specific business problems, rather than a review of textbook assignments. As a result, academic performance is measured not so much on memory-based examinations but on the student's demonstrated ability through businesslike reports, class discussion, and oral presentations to apply his knowledge to the solution of business problems.

While individual business problems, cases and examples are used as a means of providing active student participation in the learning process, it is important to note that our objective is not to teach specific problem solutions, but rather to develop in the student a growing awareness of the broader principles of managerial problem-solving and decision-making. In this regard, the student should realize that he will seldom be confronted with the same problem that he has studied but he will most assuredly be confronted with a continuing series of changing management problems and decisions. It behooves the student, therefore, to think of his preparation in terms of the development of a sound approach to problem-solving and decision-making as opposed to the learning of specific problem solutions.

## Independent Study

In some instances, students may wish to pursue specific areas which are not included in the regular program of study. In the second half of the program, therefore, there are options available to meet this need:

1. *Thesis Option:* The thesis program provides an opportunity for the student to work independently on a specific problem of his choice: (a) selecting and defining the problem; (b) gathering, organizing, and evaluating the information; (c) interpreting the results and reaching sound conclusions; (d) preparing clear, logical written presentations; and (e) defending his position in an oral examination. It is significant to point out that this research approach, wherein the student performs largely on his own initiative, closely parallels the kind of responsible assignment given to professional managers.
2. *Independent Study Project:* A student may propose to a faculty member an independent study project, the satisfactory completion of which will substitute for elective credits in the second level of the curriculum.

To qualify for an independent study project, the student must submit a written proposal for the endorsement of the faculty member and Dean.

3. *Research Teams*: On occasion, students may be selected to work on research teams under the direction of experienced faculty researchers. In such cases, the student gains the added advantage of formal research direction and close working relationships with faculty members who are actively engaged in substantive research endeavors.
4. *Urban Management*: Beginning in September, 1971, an Urban Management option will be available within the Environmental Studies concentration. Students interested in this option take the Common Body of Knowledge courses. Beyond the core, each student has an individualized academic program that can be interdisciplinary, interdepartmental, and interuniversity based upon the student's interests and contingent upon establishment of the necessary working relationships.

Urban Management is concerned with providing an educational experience which centers on the management of the metropolitan aspects of urban affairs. Hence, the option:

- seeks to develop generalists who can better coordinate and manage specialists;
- emphasizes decision-making, planning, administrative processes, systems analysis, value analysis, design and use of information systems, simulation of complex systems and their interrelationships;
- attempts to understand contemporary urban society and its major components, social, economic, spatial and political, as well as to seek solutions to the problems that people have in cities;
- considers the international, metropolitan and environmental aspects of urbanism, including the tendency toward an urbanizing world.

The Common Body of Knowledge courses direct themselves to the first of these four concerns. The notion is that a student requires a firm foundation in a discipline if he is to be a productive scholar or if he is to function adequately in a governmental or private organization concerned with urban problems. Also, persons well-trained in one discipline should be able to understand the contributions that other disciplines can make. Management is particularly well suited to serve as the foundation discipline since, by its very nature, it lends itself to interdisciplinary analysis. Elective courses will focus on as many of these objectives as the student desires. Candidate elective courses, apart from those offered within the concentration, might include: Economic Problems of the City, The Urbanization of America, Politics and Policies in Metropolitan Areas, Political Parties and Pressure Groups, Environmental Psychology, The Psychology of Social Deprivation, Sociology of Conflict, Land Use Control and Planning, Politics of Decision-Making, Decision Rules for Governments, and Megalopolis offered in other schools of the University.





# Admission to the M.B.A. Program

## Qualifications

Boston College is an academic community whose doors are open to men and women of all races, colors and national origins.

Admission to the M.B.A. program is open to all qualified men and women who hold bachelors' degrees from accredited colleges and universities. No specific undergraduate major or series of courses is required for entrance. However, the program is best suited for persons who have completed undergraduate work in the humanities, social sciences, natural sciences, or broadly-based engineering and business administration programs. Good preparation in English, mathematics, history, economics and the social sciences is especially desirable.

The admissions decision is based on a combination of factors rather than on any one factor. Consideration is given to a candidate's:

1. Academic record;
2. Score on the Admission Test for Graduate Study in Business;
3. Potential for leadership in business as evidenced in part- or full-time work experience, military service or community or extra-curricular activities;
4. Statements on the application form concerning his reason for pursuing a professional course of study in business;
5. Recommendations.

The Admissions Committee does not establish a required minimum undergraduate average for entrance into the program. However, preference is generally given to individuals with a "B" or comparable undergraduate average and a score of 500 on the Admission Test for Graduate Study in Business. Military service and business experience are also regarded as favorable by the Committee. The admission decision is based on an evaluation of the total application rather than on the academic record alone.



## Admission Procedure

The application form and other necessary papers may be obtained by writing to:

Director of Admissions  
Graduate Division: School of Management  
Fulton 306  
Boston College  
Chestnut Hill, Massachusetts 02167

Because of the sequential nature of the course offerings, students may apply for entrance into the M.B.A. Program only in September, at the beginning of the Fall semester.

Official transcripts should be submitted directly from all colleges or universities previously attended by the applicant. A fee of fifteen dollars should also accompany the formal application for admission. Please note that this fee is chargeable to every person who files an application and is not refundable.





Applicants may request an interview with a member of the staff of the School of Management. Personal interviews are not a required part of the admissions procedure and are viewed mainly as an opportunity for the applicant to become better acquainted with the program rather than as a screening device in the application process.

When all materials necessary for evaluating the application for admission are received, admissions decisions will be scheduled as follows:

- On applications completed by March 1st, the admissions decision will be mailed by April 15.
- On applications completed by July 1st, the admission decision will be mailed by August 15.

All students applying for the two-year, three-year, or four-year program are advised that their applications should be complete by the March 1st date to qualify for early admission and by July 1st for regular admission. If circumstances warrant it, the Admissions Committee will accept late applications but prospective students are advised that the delay in application may significantly diminish the possibility of acceptance.

## **Admission Test for Graduate Study in Business**

Applicants are required to take the Admission Test for Graduate Study in Business. This is an *aptitude* test and *not* a test to determine the applicant's knowledge of the business administration curriculum.

The Admission Test is administered several times each year, usually in November, February, April, July and August, at test centers throughout the United States. In the Metropolitan Boston Area, three local colleges have customarily provided facilities for the test.

It is the responsibility of the applicant to make arrangements for taking the test. Complete information and application forms may be obtained from the Office of The School of Management, Graduate Division, or from the Educational Testing Service, Box 966, Princeton, New Jersey 08540. Completed applications, accompanied by the test fee, must be received by the Educational Testing Service at least two weeks before the test date.



# Tuition and Expenses

## Information on Expenses

The four major items of expense are tuition, books and supplies, fees, and living expenses.

1. *Tuition*: The tuition per credit hour is \$60.00 or \$180.00 per course.\*
2. *Books and Supplies*: The estimated cost of books and supplies is \$20.00 to \$25.00 per course. In certain courses, laboratory fees are charged to cover the costs of special materials, cases, and computer time.

3. *Fees*: Other fees include:

Application Fee (new students only, not refundable)	\$15.00
Late registration fee	5.00
Fee for change in individual course	3.00
Certified credits (transcript)	1.00
Deferred examinations	5.00
Oral Examination Fee (Thesis)	10.00
Binding Fee for Master's Thesis (per copy)	4.00
Graduation Fee	20.00

4. *Living Expenses*: Living expenses vary in individual situations. A realistic estimate is in the neighborhood of \$800.00-\$900.00 per semester for students living away from home.

For a full-time student living away from home, estimated expenses are:

Tuition	\$1800.00
Books and Supplies	125.00
Lab fees and other fees	75.00
Living Expenses	1700.00
	<hr/>
	\$3700.00

\* The tuition figure reflects the current charge and is subject to change.





## **Payments**

All tuition and fees are due and payable in full at time of registration. Payments should be made directly to the Treasurer's Office, Gasson Hall. All checks should be made payable to: THE TRUSTEES OF BOSTON COLLEGE.

## **Deferred Payment**

Students who prefer to make payments on a monthly basis should contact the University Financial Aid Office, Gasson 217, for details of installment loan plans available through local lending institutions. In cases of extreme hardship, students should make appointments to discuss their individual problems with representatives of the University Financial Aid Office.

## Financial Aid

The University has limited financial resources so that scholarships, fellowships, and loans are not presently available to graduate students.

*Graduate Assistantships:* There is a limited number of Graduate Assistantships available to qualified students. Graduate Assistants are assigned to academic departments for teaching, research, or administrative duties. Each spring, all applications of incoming full-time students are reviewed along with the records of second year students to evaluate the qualifications for these assistantships.

*Part-Time Employment:* There are some opportunities for part-time employment in the University environment, including assignments as readers in courses, library assistants, administrative assistants, tutors, etc. Information on these opportunities is available through the University Financial Aid Office and through the various departments in the School of Management. Students should contact the Financial Aid Office to determine their eligibility under the Federal Work Study Program.

Many students find part-time employment with companies or government agencies in the Greater Boston area. The Placement Office provides current listings of part-time opportunities.

*Federal and State Loan Programs:* Students are urged to consider various state and federal programs such as the Higher Educational Assistance Corporation (HEAC), which is administered by local banks for the state government and the Guaranteed Insured Loan Program (GILP), which is guaranteed by the federal government and administered by local banks. The Financial Aid Office has information on these programs.





# General Information

M.B.A. candidates are advised of the following requirements and guidelines in relation to the operation of the program:

## Degree Requirements

Boston College confers the degree of Master of Business Administration on candidates recommended by the Faculty of the School of Management and approved by the President and the Board of Trustees. Degree candidates are recommended on the basis of their academic performance and personal conduct in the program. All candidates must:

- Complete 54 credits of graduate-level work;
- Complete the eleven prescribed courses in the Common Body of Knowledge unless course substitutions are allowed under the equivalency privilege (see below);
- Complete seven additional electives, including one elective from the list of policy offerings, three or four electives in a selected concentration area, and two or three electives in areas outside of the area of concentration (If the student elects not to concentrate in a specific area, he must spread his electives over three areas.);
- Attain an overall average of 82 (B-);
- Complete all requirements for the degree within six years of initial registration

## Grading

In each graduate course in which he registers for graduate credit, a student will receive one of the following grades at the end of the semester: A, A-, B+, B, B-, C, W, F, or I. The high passing grade of A is awarded for course work which is distinguished. The ordinary passing grade of B is awarded for course work which is clearly satisfactory at the graduate level. The low, passing grade of C is awarded for work which is minimally acceptable at the graduate level. The failing grade of F is given for work which is unsatisfactory.

Academic credit is granted for courses in which a student receives a grade of A, A-, B+, B, B-, or C. No academic credit is granted for a course in which a student receives a grade of F. A student who receives a grade of C or less in five courses will be subject to academic review and may be required to withdraw from the Graduate Program. However, a student who receives three F's will be automatically dropped from degree candidacy.

## Scholastic Average

For purposes of computing scholastic standing, numeric averages are assigned to letter grades as follows:

A: 97, A-: 92, B+ 88, B: 85, B-: 82, C: 75, F: 65

In order to graduate a student must attain an overall average of B- (82) or higher in course work.

## Withdrawal from Course

A student who withdraws from a course in which he is registered for credit following the proper procedure and prior to the end of the third week of the semester will not have the course listed on his transcript. Proper withdrawal subsequent to this period will result in a W for the course and will be so listed on the transcript. A student who fails to complete the requirements of a course and fails to withdraw officially will receive a grade of F.

Proper withdrawal from a course is accomplished by completion of the Course Change and Tuition Adjustment Request form. This multiple copy form must be completed if the necessary changes are to be made in data processing and in the Treasurer's Office.

## Course Completion

All required work in any course must be completed by the date set for the course examination. For adequate reasons, however, a deferment may be allowed at the discretion of the professor of the course. If such a deferment is granted, the professor will determine its length up to a maximum of four months from the end of the examination period. Deferments longer than four months may be granted only by the Dean, who will in all cases consult the professor of the course. If a deferment is granted, the student will receive a *temporary* grade of I (Incomplete), which will be changed after the above-mentioned date to any of the above grades except W.

## Course Load

The minimum course load for all students is two courses per semester. The maximum course load for a graduate student employed in a full-time position is three courses per semester. In some cases, individual arrangements may be made through the Dean to meet personal problems or situations.

## Time Limit

All students are expected to complete all requirements for the M.B.A. degree within six (6) years of the initial registration.

## Equivalency Privilege

Any student who feels that he has substantial prior academic background in the areas covered by the Common Body of Knowledge courses (with the exception of the Policy Area) may submit a petition to the M.B.A. Petitions Committee requesting permission to substitute a course or courses for designated CBK courses. The Petitions Committee will review each petition and

schedule necessary interviews or proficiency examinations in order to evaluate the student's prior experience in relation to the course or courses in question. The equivalency privilege, if granted, does not reduce the total 18 course requirement. It does provide the opportunity for the student to explore in greater depth areas of his interest by substitution of electives.

## **Transfer Credit**

In certain instances, it is possible for a student to receive advanced standing for graduate work completed elsewhere. Such credit is available only for graduate-level courses completed after receipt of a bachelor's degree and only when the quality and comparability of the work meet with the approval of the Dean's office.

## **Student Withdrawal and Reinstatement**

If a student finds it necessary to interrupt his program of study, he should notify the Dean's office in writing, including his reasons for withdrawal and his anticipated date of return. If the period of interruption exceeds one semester, the student must file for reinstatement upon returning to the program. A reinstatement decision will consider the student's prior academic per-





formance, the length of his absence, current admissions policies and enrollment figures, and changes in the program or degree requirements that may have taken place during the period of absence.

## **Withdrawal Letters**

All students who find it necessary to withdraw from the program, either temporarily or permanently, are urged to send a letter to the Graduate School of Management outlining the reasons for their withdrawal. This letter is over and above the Course Change and Tuition Adjustment form described in previous paragraphs. The formal letter will be filed with the student's permanent record as a source of reference in the event that the student wishes to resume his M.B.A. program at a later date, either at Boston College or at another institution.

## **Summer Session**

The Graduate Division provides a limited number of course offerings on an accelerated schedule during June and July. Students may take one or two courses during the summer session.

## **Registration**

Registration will take place at the beginning of every semester, approximately two weeks before the first week of classes. For the fall semester, two nights will be set aside for orientation/registration meetings. Every student should plan to attend one of these meetings (a) to familiarize himself with the current developments of the M.B.A. Program; (b) to plan or review his plan of studies; (c) to get answers to his specific questions and problems; and (d) to complete his registration forms.

Two weeks before the beginning of the spring and summer semesters, students will complete their registration for these semesters. This registration will take place after normally scheduled evening classes. Time and place will be announced.

All information pertinent to registration (class schedules, classroom assignments, course calendars, booklists, etc.) will be made available at the registration meetings. Individual course planning sheets will be prepared for all incoming students. These course planning sheets should be retained for reference in subsequent registrations.

## **Clearance for Good Standing**

Every student must be in good standing with the M.B.A. program and with the Treasurer's Office in order to be eligible for enrollment in course work. Each registration, therefore, will be checked to ensure that the student meets the following conditions:

- Academic: Must be maintaining a satisfactory academic average;
- Administrative: Must be fulfilling prescribed administrative requirements (i.e., Admissions Test requirement, submission of photographs, etc.);
- Financial: Must be in good standing with the Treasurer's Office.

## Tuition Refunds

If a student must withdraw from a course or courses after completing his formal registration, he must provide written notice of withdrawal to the Graduate School of Management. If a tuition refund is in order, the student must complete the Course Change and Tuition Adjustment Request. The effective date of withdrawal (for purposes of calculating percent of refund) is the date recorded on this Course Change Tuition Adjustment Request. The student must not depend on verbal or phone notification or letters to the school. The Course Change and Tuition Adjustment Request is the official document for approving tuition refunds and for notifying the Treasurer's Office. The date on the approved Course Change and Tuition Adjustment will determine the amount of the tuition refund. Tuition refunds are determined as follows:

Within two weeks of first classes	—80% refund
Within three weeks of first classes	—60% refund
Within four weeks of first classes	—40% refund
Within five weeks of first classes	—20% refund
(No refunds after fifth week of class)	

During the accelerated summer semester, "class meetings" will substitute for "weeks" in the listing above.

## Course Changes

All students are advised to give careful thought to their program of study at the time of registration. All subsequent changes in course will require special permission and will be subject to a fee for each change in course.

A change of course request must be completed for each course that is being changed. This multiple-copy form must be used if the necessary changes are to be made in data processing and Treasurer's Office.

## Student Integrity

It is the purpose of the Boston College M.B.A. program to develop the whole man. Integrity and honesty in the performance of all assignments both in the classroom and outside are essential to this purpose. A student who submits work which is not his own violates the principle of high standards and jeopardizes his right to continue in the M.B.A. program.







# Student Services

To aid students in becoming familiar with the Boston College campus and the various student services, the following information is provided. It has been our experience that students frequently ask questions about the areas covered herein. We urge you to read this section and keep it on hand for future reference.

## Libraries

The Business Administration Library, located on the second floor of Fulton Hall, is of special interest to graduate students. Approximately 50,000 volumes are housed in the Library. These include books, pamphlets, and periodicals in the fields of business, applied economics, and related subjects. About 725 periodical titles are received annually. These are shelved in some 6,700 bound volumes and periodical files. Indexes, directories, general guides to sources, all the major business journals, selected business surveys, trade and economic periodicals, and the standard works of all phases of business activity are available for both reference and circulation.

The Library receives regularly and maintains files of financial advisory services, government publications, and selected company publications. The annual reports, prospectuses, and letters to stockholders from some 900 corporations are housed in the Corporation Room where they are available to students for reference work.

A microfilm reader is provided for student use, and a photoduplicating service is available on a limited basis. In order to facilitate research, the University has acquired a high-speed data processing system. The Library is open during the following hours:

Monday-Thursday	8:45 A.M.—10:00 P.M.
Friday	8:45 A.M.— 9:00 P.M.
Saturday	9:00 A.M.— 5:00 P.M.
Sunday	2:00 P.M.—10:00 P.M.
Holidays & Holydays	9:00 A.M.— 5:00 P.M.

Vacation Periods: Special schedules are posted in advance for intersessions, recesses, and other non-class periods.

Bapst Library, the main University Library, located near the main entrance, is open Monday through Friday from 9:00 A.M. to 11:00 P.M.; on Saturday from 9:00 A.M. to 5:00 P.M.; and on Sunday from 1:00 P.M. to 10:00 P.M.

## **Bookstore**

For the student's convenience, the campus bookstore stocks books used for courses of study in all schools at Boston College. In addition, the bookstore offers a wide selection of paperback titles, student supplies, gift and personal items, and novelties. The bookstore is located on the first floor of McElroy Commons. The normal hours are Monday through Friday from 8:30 A.M. to 4:15 P.M. During the first few weeks of each semester, the bookstore maintains longer hours.

## **Dining Facilities**

There are two dining facilities on the main campus—McElroy Commons and Lyons Cafeteria. Snacks and meals may be obtained at both facilities. In addition, sandwiches and snacks are available in the Lyons Snack Bar and meals and snacks are available in the Law School Cafeteria.

## **Graduate Division Business Office**

The Graduate Division Business Office, located in Fulton 306, is available to provide necessary assistance and support for all of our students, faculty members, and guests. Most of the routine administrative matters (selective service forms, course changes, registration questions, etc.) can best be handled through the clerical staff. In many instances, the most efficient practice is to write a note requesting the specific action to be taken. The Graduate Office is open from 9:30 A.M. to 5:30 P.M. on weekdays and from 6:30 P.M. to 9:30 P.M. two evenings per week.

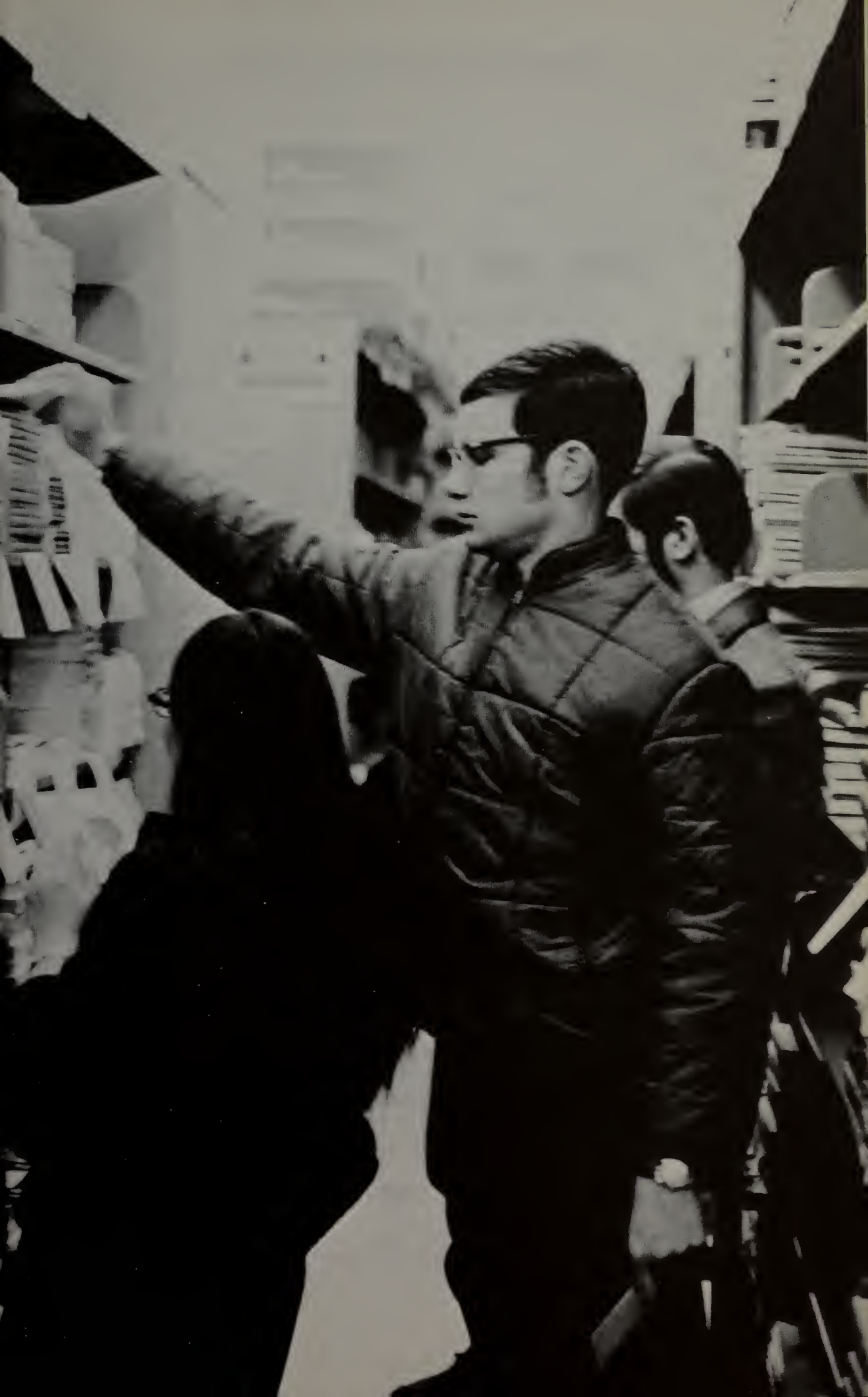
The Deans are available by appointment for discussion with students on matters of significant concern (academic or personal problems).

## **Financial Aid Office**

The Financial Aid Office serves students in all schools of the University. The permanent, professional staff of counselors in this Department offers information and assistance in matters of student educational expenses and programs of financial aid. Members of this staff are available by appointment during the year for consultations with students. The Financial Aid Office is located in Gasson Hall, Room 217.

## **Placement Bureau**

Boston College offers assistance to students and graduates in solving the problem of employment both during their college course and afterwards. The Placement Office helps them in obtaining information about the nature of requirements of various business and industrial occupations as well as educational and professional positions. It also endeavors to learn of specific opportunities for permanent employment in these fields. While the selection of a business position and the choice of a career must be left to the individual, the Office has information which enables it to assist the applicant in making an intelligent choice. The Placement Office is located in Alumni Hall on Commonwealth Avenue (east of the main entrance). It maintains a bulletin board of current full- and part-time job offerings.





## **Emergency Health Services**

Health services are available to all graduate students on an emergency basis. A nurse is on duty 24 hours a day, seven days a week, when school is in session. A doctor is also on call at all times in case of emergency illness or injury. The Health Unit and Infirmary is located on the first floor of Cushing Hall. The telephone number is 969-0100, extension 440 or 441. When a health emergency occurs on campus, the best course of action is to call the Health Unit immediately at one of the above extensions. The nurse on duty will give the necessary instructions and notify a doctor when required.

## **Health Insurance Program**

Full-time students may wish to enroll in the Boston College Health Program. The program is composed of three parts: (1) the services of the Boston College Health Unit, including infirmary and medical care; (2) the Blue Cross-Blue Shield Plan; and (3) provision for diagnostic evaluation and consultation at the College Mental Health Center, located at the Prudential Center in Boston. The cost of the Program is \$70.00 per year. Detailed information on this Plan is available through the Office of Student Activities, McElroy Commons 141.

## **Blue Cross-Blue Shield Health Plan**

This Plan, which provides comprehensive Blue Cross-Blue Shield coverage, is available to graduate students. The University provides a supplement for all students enrolled in the Blue Cross-Blue Shield Plan which will make available the services of the College Mental Health Center in Boston. This Plan is detailed in a brochure that is available at registration. The 1969-1970 cost was \$45.00 per year, and coverage is from September 1st to August 31.

## **Housing Office**

Although there are no campus living accommodations for graduate students, rooms and apartments are available in the area. The University Housing Office maintains current listings of suitable rooms and apartments. For information and assistance contact: University Housing Office, Room 226, McElroy Commons.

## **Graduate Management Association (GMA)**

The GMA is composed of first- and second-year students in the full-time M.B.A. Program. The Association was formed to provide the vehicle for carrying out many ideas and projects, professionally oriented, which do not ordinarily fall within the framework of the classroom. This Association provides the opportunity for interested students to exchange ideas with other members of the Program, with faculty members, and with members of the business community. It also fosters additional social activities for its members.

## **Alumni Seminars**

The M.B.A. Alumni Association sponsors a series of dinner meetings and seminars during the academic year. These meetings feature speakers and panel

presentations by members of the local business community. Our Alumni invite and encourage our active M.B.A. students to attend these sessions. Specific information will be posted during the year.

## Athletics

The programs of intercollegiate and intramural athletics at Boston College extend throughout the academic year. All of the color, excitement and pageantry of games, rallies, and parades add to the enjoyment of college life on the campus. Some of the finest in collegiate athletic facilities add to the student's enjoyment of sport on the Boston College campus. Alumni Stadium, the scene of Boston College football, has a capacity of 26,000. Roberts Center (the gymnasium), McHugh Forum (the hockey rink), outside tennis and basketball courts, and various playing fields are all available to graduate students. At Roberts Center, basketball, handball and squash courts, exercise rooms and locker facilities are available for graduate students during the week, evenings, and weekends throughout the academic year. If they wish, graduate students may participate in the organized intramural leagues. Sports which have organized leagues are: (1) Touch Football; (2) Basketball; (3) Hockey; and (4) Softball.

## Selective Service

It is the responsibility of the individual student to initiate appropriate action regarding his selective service situation. Upon request, the Graduate School Office will prepare necessary forms certifying the student's current status. The normal procedure involves preparation of Selective Service Form SS 103 (Graduate or Professional College Student Certificate). It is important for each student to know that these Selective Service Forms are *NOT* prepared automatically by the Graduate School Office. Each student should request that the forms be completed and forwarded as often as is required by his local Draft Board.

## Parking

Students in the Graduate Division are allowed to park in Zone 1—the area west of the Stadium and around McHugh Forum. During the daytime, the area is reserved and a campus permit is required. Full-time students may apply for Zone 1 permits directly with the Campus Police Office in the Service Building.

Zone 1 can be reached through the lower Beacon Street gate and the St. Ignatius gate on the Commonwealth Avenue side.

Out-of-state students are advised that they are compelled by law to register as a non-resident student with the Commonwealth of Massachusetts.

All students are advised that they are subject to severe fines for parking in the middle campus and for illegal parking on streets around the campus.





# **Course Descriptions**

## **Environmental Studies**

### **Core Course**

#### **GC 301-302—Problems of Administration in Changing Environment (6 credits)**

This two-semester, core course is concerned with an interdisciplinary survey of the host of environmental factors facing profit and nonprofit organizations. Effort is made to present the historical roots, the institutions, the philosophical concepts, and the major economic, legal, political, religious, scientific, and social ideas that have helped shape modern industrial societies. These are presented in ways that conceptualize about the various interfacing processes existing between organizations and society, that explore the expanding role of professional managers as links between organizations and their environments, and that help define the contemporary organization-environment problems and social issues. The course emphasizes the role of managerial and organizational values in shaping the increasingly complex and constantly changing environments and provides opportunities to acquire and develop broad analytical and decision-making skills that enable organizations to cope with their environments in pragmatic, effective, and systematic ways.

### **Electives**

#### **GB 409—Industrial Relations (3 credits)**

This course is concerned with the development, structure and current status of unions in the United States; of management attitudes toward the bargaining process and of the evolution of labor legislation and government policy towards labor-management relations. Changes in the composition of the labor force have brought with them an expansion of interest in collective bargaining from the original blue collar workers to teachers, technical and public employee groups. Similarly, collective bargaining negotiations give evidence of expanding areas of interest on the part of labor and management, increasing the possibilities of agreement and disagreement.

**GB 410—Collective Bargaining and Grievance Handling**  
(3 credits)

This course is concerned with labor-management contract negotiations and problems arising under the day-by-day administration of union agreements. The cases involve basic union and management positions on the subject of management rights, union security, seniority, job evaluation, pensions, grievances and other issues. Contract negotiations relate to the automotive, steel, maritime and other national industries, as well as to companies on a local level.

**GB 413—Cultural Influences on International Business**  
(3 credits)

All of the material, anthropological and that involving business, will be related to contemporary issues and the subject matter will be approached through general readings and case studies. Students will survey important geographic areas, examining their culture, political, social and economic structure and their interrelationship, so that it may be demonstrated how, with a better understanding of cultural differences, the American businessman may better function as a manager, advisor or employee in a foreign country. Africa, Oceania, the Far East, the Middle East, Europe and the United States will provide the international setting for a weekly discussion in which members of the seminar will be responsible for introducing and discussing material from assigned readings or case studies.

**GB 414—Cultural Change and Business Problems**  
(3 credits)

This course will consider the rapidly changing positions of primitive peasant and industrial societies in the new electronic age. Through the use of ethnologic material, case studies, discussions, and participation by guests from various parts of the world, it will be demonstrated how innovations in science and technology, the violent upheavals and restructuring of political, social, and psychological framework of societies, the staggering figures in population growth, and the increasing rate of speed and use of transportation and mass media have influenced cultural change.

This material will be applied to current social and industrial problems associated with and resulting from the introduction of technical or administrative changes, in an effort to discover techniques that will promote faster and better adaptation to these changes.

**GB 415—Management in the Future**  
(3 credits)

In general, this seminar explores what the future environment of organizations will be, pursues the design of better conceptual frameworks for thinking about and studying organizations in a dynamic environment, and develops forecasting and scanning methods to help anticipate change as well as techniques for coping with problems of rapid change and unfamiliar situations. There is concern for identifying the sources and mechanisms of social change and with efforts to define and measure social progress. In this context, there is interest in broad ecological trends such as a pluralistic economy, a society of organizations, post-industrial society, ecological balance, the military-industrial complex, business-government-university relationships, radical sociopolitical movements, and the knowledge revolution. The specific direction of the seminar depends on the research and professional interests of the students.

**GB 416—Management Thought in Perspective**  
(3 credits)

This seminar examines management thought as a dynamic, evolving, and organized body of knowledge influencing managerial performance and practice. The recognized and representative schools of management thought—the Classical, Behavioral, and Management Science Schools—are examined to identify similarities and differences, and to understand the basic assumptions, applications, strengths, and weaknesses of each. Within the context of these schools of thought, emphasis is given to the search for differences in the environments within which firms must operate. The economic, legal, philosophical, political, cultural, and technological effects which influence management thought and performance are studied, as are recent research and ideas, current issues, and emerging concepts contributing to total thinking about management. Specific issues such as decentralization, management by results, and the systems approach will be examined in-depth to illustrate the effects of environmental factors, upon, and the interface among the Classical, Behavioral and Management Science Schools of Management Thought.

**GB 417—Legal and Social Issues**  
(3 credits)

This seminar will cover current social and legal problems confronting the business community today. Against a background of such basic concepts as property rights, civil rights, law and order, common good, the seminar will examine the obligations of the corporate community to the greater community and the ramifications of failure to meet these obligations.

Students will participate in the determination of relevant problem areas to be examined and in the design of projects dealing with these problems. When appropriate, outside guests will be invited as resource persons for the seminar discussions.

**GB 418—Business Leadership and Urban Problems**  
(3 credits)

This course studies in some depth a half dozen or so pressing urban problems in an effort to explore business-government-university relationships in urban development and to develop conceptual frameworks, managerial processes, and leadership skills for dealing with such problems. Among the problems that might be considered are employing the disadvantaged, black capitalism, mass transportation, controlling pollution, city planning, financing urban development, educational improvement, low-cost housing, racism, poverty and the ghetto, and health care. Trends in the metropolitan environment, the design and use of urban simulation games, and planning the economic-political-social environments of new cities will be considered depending upon the professional interests and backgrounds of the students.

## **Management Information Systems**

### **Core Course**

**GC 321—Management Information, Accounting and Control**  
(3 credits)

The purpose of this course is to develop skills in the collection and analysis of business information and to develop some measures of quantitative and qualitative performance of the business firm.



The course begins with an introduction to accounting as a means to record and report the activities of a firm. In particular, that portion of a business' expenses which should be reported in a particular period and that which should be deferred to subsequent periods are discussed. The second phase of the course deals with the use of accounting information and its systematic collection for managerial decisions. The final phase deals with procedures and analytical techniques for making individual managerial decisions. The importance of the effect of such decisions on the organization is stressed.

## **Electives**

### **GB 421—Introduction to Information, Data, and Management Information Systems (3 credits)**

This course is designed to introduce those basic factors that provide a framework for later systems courses. The major focus will be on defining the elements of information systems. New terminology such as "synthesis" and "modules" will be discussed. Attention will be given to providing an overview for the planning and development of information systems. The content of the course will include: (1) the business enterprise and MIS; (2) objectives of information systems; (3) a framework for systems development; (4) organizing a systems effort; (5) organizing for projects and planning; (6) accounting as a measure in business; and (7) managing change.

### **GB 423—Cost Administration and Profitability Analysis (3 credits)**

This course stresses the role of cost analysis as it relates to the managerial decision-making process. Sophisticated information collection techniques are integrated with the broad objectives relative to planning, control and analysis. Among the multi-faceted areas are budgeting, standards, break-even and volume analysis, distribution analysis, pricing policies and capital expenditure planning and control. A prerequisite of six hours of accounting is required for admission into this course.

### **GB 424—Contemporary Accounting Problems (3 credits)**

The course focuses on the basic accounting concepts underlying corporate financial reporting, relating them to the major problems of contemporary financial accounting. Bulletins of the American Institute of Certified Public Accountants along with the applicable statements of the Securities and Exchange Commission and the Committees of the American Accounting Association are studied. A prerequisite of six hours of accounting is required for admission into this course.

### **GB 425—Analysis and Approach to Systems Design (3 credits)**

This course is the first of a two-part sequence intended to develop skills in designing information systems. Attention will be focused on techniques for formalizing systems problems and for providing a bridge between functional training and the systems requirements of problem formulation, analysis, and solution encountered in practice. After becoming familiar with the basic techniques of analyzing a system, and after understanding what relevance feedback and control have for management, the student will be introduced to the computer as it relates to MIS. Course content will include: model building; data and file organization; variety, feedback and control; MIS software; and information search and retrieval.

**GB 426—Development and Implementation of Management Information Systems**  
(3 credits)

As a follow-on to the material on systems analysis contained in GB 425, this course will require the design of a mini-information system. After lectures concerning both gross and detailed design concepts, the student will become involved (either alone or in groups) in searching out, designing and implementing a management information system. Topics to be discussed will include: system inputs and outputs; project planning; developing the data base; modeling the system; software preparation; testing, evaluating and implementing the system.

**GB 429—Management Information Systems: A Case Approach**  
(3 credits)

GB 426 required the design and implementation of an MIS. The approach in this course will be to use the case techniques as the primary vehicle for introducing the student to the current state of the art in the management of computer based information systems. Cases will be selected to include both the design of specific systems and the modification or evaluation of existing ones.

Class presentations and active participation are an integral part of this course. Additionally, guest speakers will be invited to comment on present and future trends in MIS.

## **Management Operations – Marketing and Production**

### **Core Courses**

**GC 331—Management Operations—Marketing**  
(3 credits)

Emphasis is placed on familiarizing students with existing analytical techniques useful for marketing decision-making. Applications of these analytical techniques are illustrated for such decision areas as pricing distribution, forecasting, choice of markets, and control problems. Readings from original sources and independent research applying analytical techniques discussed during the semester are required.

**GC 341—Management Operations—Production**  
(3 credits)

From a background of historical highlights and recent developments in production management, the scope of the production function by a variety descriptive models of production systems are presented, followed by a variety of analytical methods applicable to production and manufacturing methods.

Production cost data and cost analysis for breakeven and decision-making are considered as well as capital investment criteria.

### **Electives**

**GB 431—Cases in Marketing**  
(3 credits)

The case study method of teaching attempts to simulate the real-world environment in which managers must make decisions. The cases used in this course are all real—based on problems and events that actually took place. The student is cast in the role of decision maker; he is required to gain a firm grasp of the facts of a situation, use judgment in separating relevant

information from the total data presented, propose alternative courses of action, and recognize the problems involved in implementing the decisions made. He is often required to assess the judgments and opinions expressed by people in a case. Cases do not teach clear-cut solutions; rather, they develop skill in the process of problem solving.

This course will use a series of cases, supplemented by a variety of relevant readings from recent marketing literature. It is open as an elective to all students who have taken GC 331. Students who have had basic marketing courses (1 year) and/or marketing experience may request permission to take this course in place of GC 331.

**GB 432—Marketing Research**  
(3 credits)

Marketing research is concerned with the methods and techniques of securing information essential to the efficient solution of marketing problems. Subjects include research design, data collection methods, planning research, sampling, analysis and the applications of research to the task of managing the marketing effort. Actual case projects will be developed in this course.

**GB 433—Sales Management**  
(3 credits)

This course will cover the planning, direction and control of selling activities including the recruiting, selection, training, supervision, and compensation of the sales force; establishment of quotas; measuring sales performance; coordinating sales activities with advertising and with other departments of the business. Both theory and case materials will be introduced in this course.

**GB 434—New Product Development**  
(3 credits)

Since more concern is being given to developing successful products, this course will cover such areas as the history of successful and unsuccessful new products, product testing, product acceptance or diffusions, and product management.

To supplement class discussions and lectures, a project involving the student development of a full marketing plan for an actual new product will be utilized to enable students to see the practical implications and problems of new product development.

**GB 455—Consumer Behavior**  
(3 credits)

This course is designed to give attention to the need for understanding and explaining the consumer decision-making process.

The objectives in meeting the needs of both practitioners and theorists will be to: (1) explore and evaluate an extensive body of research evidence from marketing and the behavioral sciences; (2) to advance generalizations or propositions from this evidence; (3) to assess the marketing implications of the various processes and facets of consumer motivation and behavior; and (4) to pinpoint areas where research is lacking.

**GB 439—Quantitative Marketing**  
(3 credits)

This course will concentrate on marketing problems emphasizing quantitative approaches to the analysis of decisions. Attention will be given to analysis of data, techniques of models, and techniques of forecasting. Limited mathematics background is required.



# **Financial Management**

## **Core Course**

### **GC 322—Management Information and Finance (3 credits)**

Prerequisite: GC 321.

This course deals with the management of business funds. Its purpose is to develop in the student skill in using techniques of financial analysis and the application of these skills to funds management. In particular, the estimate of flow of funds and the ability to judge a business' ability to meet its present and future commitments are discussed.

The second part of the course deals with sources of short, intermediate and long-term funds. Alternative means of dealing with particular needs are covered. Several methods of allocating scarce funds to competing opportunities are investigated in some depth. The subject of valuation of the firm is also discussed.

## **Electives**

### **GB 451—Investment and Security Analysis (3 credits)**

A comprehensive study of the principles and techniques of security investment and portfolio management. The investment process and risks are discussed and suitable objectives are considered for each class of investor. Business cycles and other economic aspects of investment are surveyed. The concept of corporate earning power and corporate growth prospects are analyzed. Various investment media are considered with emphasis on common stock and its valuation. Analytical methods of stock market behavior are examined and attention is given to individual and institutional portfolio management.

### **GB 452—Money and Capital Markets (3 credits)**

This course analyzes the external sources of funds for businesses, financial institutions, and nonprofit organizations. Also discussed are factors such as federal and local, political and economic conditions and the way in which these seem to effect the supply of funds to organizations. Attention is given to the Open Market Committee of the Federal Reserve Board as well as other regulating agencies.

Topics such as the flow of funds from one country to another, interest rate structure and the application of analytical techniques to the funds markets are discussed.

### **GB 455—Management of Financial Institutions (3 credits)**

This course is designed to permit students interested in careers in financial institutions to consider in depth some of the key problems of these types of firms. The material selected for the course covers a variety of specialized functions in financial institutions such as lending, investment and competition for funds. In general, these subjects will be discussed from a senior management point of view.

In addition, material on capital management, measurement of performance, reconciliation of profit motives with obligations to the public and the effects of regulatory agencies will be discussed.

**GB 457—Advanced Topics in Financial Management  
(3 credits)**

Prerequisites: GC 321, GC 322.

The prime emphasis of this course will be on the efficient use of the scarce resource of funds. This course will cover in depth such subjects as capital budgeting in corporations of both single product line and multiproduct lines. Also to be covered are dividend policies, capital structures and efficient debt levels for corporations. The area of valuation of the firm for mergers and acquisitions will also be discussed.

The thrust of this program will be in problem-solving and decision-making. Where useful, the computer will be used to aid in analysis.

**GB 458—Finance Seminar  
(3 credits)**

The topics included in the seminar will be determined by the students subject to the approval of the instructor. Each student will be expected to do extensive research in an area, lead the discussion on the topic and pass in a written report.

After the topics have been selected, the instructor will prepare a reading list. Emphasis will be placed on recent contributions to the area.

Finally, the instructor will lead the seminar for the first two or three sessions. Topics covered will be some of the more advanced and modern techniques and theories of Finance.

## **Management and Computer Science**

### **Core Courses**

**GC 361—Quantitative Analysis and Computer Science I  
(3 credits)**

This course is the first part of a sequence designed to increase the student's analytic capability and make him aware of the fundamental principles and models of management science with special emphasis on computer utilization. Computing is introduced through the vehicle of a high-level language and each student has the experience of using the computer as a problem-solving tool in both a batch and time-sharing environment. The course proceeds to considerations of the architecture and applications of modern computers. While attention is given to several specific applications the prime area covered will deal with statistical applications and consequently some time is spent on the theory and practice of statistical analysis.

**GC 362—Quantitative Analysis and Computer Science II  
(3 credits)**

Prerequisite: GC 361 or equivalent.

The major focus of this course is concerned with the theory and use of some of the more common models of management science. The course begins with a consideration of the fundamental mathematical concepts behind classical maximization (minimization) methods and treats specific management applications of these techniques. This is followed by an introduction to the area of mathematical programming. Linear programming is covered at some depth with emphasis given to the use of computing equipment in an applications environment.

## **Electives**

### **GB 425—Analysis and Approach to Systems Design (3 credits)**

See Management Information Systems section for course description.

### **GB 426—Development and Implementation of Information Systems (3 credits)**

See Management Information Systems section for course description.

### **GB 461—Operations Research I (3 credits)**

This course is intended to provide a thorough and up-to-date treatment of the fundamental ideas of Operations Research based on the idea that this area is concerned with the application of mathematics to the decision-making process. It is intended that students will gain the understanding and confidence to appreciate the strengths and inherent limitations of the Operations Research approach.

Linear and nonlinear programming, dynamic programming and stochastic models are among the topics to be covered at a comprehensive yet introductory level. Emphasis will be placed on group problem-solving and presentation. GC 361 or equivalent is required for admission to the course.

### **GB 426—Operations Research II (3 credits)**

The concepts involved in modeling by means of computer simulation will form the first part of this course. It will be assumed that the purpose of simulation is to gain a better understanding of the modeled system and thereby enhance the decision-making process. Emphasis will be placed on the construction and analysis of simulation experiments.

The second part of this course will involve the construction, implementation and evaluation of a model of a real world system. GB 461 is not a prerequisite for this course, but it would be advisable that a student be somewhat familiar with the use of computers and have some awareness of statistical analysis of data. It is the overall purpose of this course to provide "hands on" Operations Research experience.

### **GB 463—Seminar in Management Sciences I (3 credits)**

Participants in this seminar will concern themselves with exploration, analysis and critical evaluation of published applications of management science methods in important areas such as production, marketing, finance. Emphasis will be placed upon appraisal of the mathematical-statistical models employed from the points of view of adequacy, reliability, and representativeness in the particular decision-problem areas.

### **GB 464—Seminar in Management Science II (3 credits)**

This seminar is a continuation of GB 463, but GB 463 is not a prerequisite. Members of this seminar will concern themselves with analyses of applications in areas other than industrial environments. Applications in institutions such as hospitals, schools, governments will be analyzed and appraised. In addition, attention will be devoted to a consideration of the design requirements of information systems and analysis systems for executives in a variety of nonindustrial organizations.



**GB 469—Models for Planning Under Uncertainty**  
(3 credits)

Prerequisite: GC 362 or basic course in Probability and Statistics.

An experimental course for nonquantitatively oriented managers.

A course designed to introduce the nonmathematical student to a practical methodology for dealing with complex management decision-making and planning problems, where a considerable amount of uncertainty about possible events is involved. Initially, students will be introduced to the concept of expressing their own subjective judgments concerning uncertain factors in a probabilistic manner. The methodology for using probabilities to improve the decision-making and planning processes will be introduced through the study of a variety of current applications of probabilistic modeling. Finally, student teams will select, model and present applications of this methodology to problem areas in their own fields of interest.

A time-sharing computer system will be employed during the application phase of the course. Some knowledge of computer programming (BASIC) would be helpful but is not required.

## **Organization Studies**

### **Core Course**

**GC 371—Organizational Studies**  
(3 credits)

This introductory course is designed to increase the student's effectiveness in dealing with individuals and organizations. Using both personal and conceptual tools, the course will cover such areas as individual motivation, the effect upon human behavior of membership in differing types of groups, types and effectiveness of managerial styles, organizational design and effectiveness, including the effect of organizational structure and managerial behavior. Stress will be placed upon self-learning to apply the principles learned in the course. The student will be expected to develop skills in responsible and effective problem-solving through small group and organizational simulation exercises, case discussions and the like.

### **Electives**

**GB 477—Industrial Psychology**  
(3 credits)

One of the keystones of organizational effectiveness stems from the success of the manager in solving personnel problems. Frequently, the areas of (1) personnel selection and classification, (2) wage, salary and incentive program administration, (3) personnel performance appraisal, and (4) union-management relations are unsystematically performed or left completely to the personnel department. This course will examine systematic approaches to these personnel administration areas utilizing the latest findings in behavioral science research. Selected exercises and cases will be employed to enhance the students' understanding of key concepts.





**GB 481—Group Dynamics**  
(3 credits)

The purpose of this course is to help the student understand group processes and to become more effectively involved in membership and leadership roles in groups such as committees, task groups, and project teams. The students will work together as a project team in the course, designing, implementing, and evaluating a term project related to the course content. Thus, in addition to readings and discussions about group dynamics, they will be able to use their own project group as a learning laboratory.

**GB 482—Organization Design and Change**  
(3 credits)

This course begins by introducing a useful way of thinking about the structural design of organizations. The problem-solving approach employed is based on the idea that organization structure is not an immutable given, but rather a set of complex variables about which managers and other members can exercise considerable choice. Accordingly, an array of approaches to choice and change will be examined and tested including consultative help, motivation development and educational methods in addition to structural change. Case analysis will be emphasized along with in-class simulations and field work.

**GB 483—Managerial Effectiveness**  
(3 credits)

The practicing manager is under pressure to get results. The organization in which he works is made up of individuals and units above, beside and beneath him, which are also striving to achieve certain results. This complex of striving people and units inevitably sets up dynamic tensions in the organization—tensions both of cooperation and of conflicting effort. The problem for the manager is how to make constructive use of inherent tensions in the organization. This course deals with skills and processes which are available to the manager for coping with the dynamic tensions of organization. These are: (1) the resolution of conflict between individuals and between groups; (2) confrontation by the manager representing himself in advocacy of his own needs; (3) counseling with organization members who are feeling stress; and (4) creation within the organization of belief in its problem-solving capacities.

**GB 484—Seminar in Organizational Improvement and Development**  
(3 credits)

This course is concerned with providing the student with approaches, tools and techniques to assist the student and the organization to become more effective. Both the individual manager and the successful organization (business, educational, nonprofit or other) must be flexible and adaptable to change. This course applies general systems theory to examine the problems of innovation, change and development in modern organizations. It is concerned with (1) how successful and unsuccessful organizations cope with their internal and external environments, and (2) how the organization can be more effective. Emphasis will be placed upon the individual development of the student in addition to assisting him to understand and be more effective in organizational development, change and innovation. It may include individual or group projects as well as cases, "nonquantitative" business games and the like.

**GB 488—Seminar in Management Development**  
(3 credits)

This seminar will explore and evaluate some of the current theories and techniques being applied in the Management Development area. Students



will examine management development concepts and applications through outside readings, class discussions, and team projects. A large segment of class time will be devoted to participation in management development exercises and techniques (role-playing, in-basket exercises, simulations, etc.), as a basis for evaluating their possible worth and inclusion in management development programs. This seminar will be of prime interest to persons who are actively interested in or engaged in the design and conduct of management development programs.

Offered in Summer Semester only.

## **Policy Formulation and Administration**

### **Core Course**

#### **GC 391—Policy Formulation and Administration (3 credits)**

This course provides an integrative study of administrative processes under conditions of uncertainty including environmental and integrative analysis along with defining organizational strategy and planning for its implementation. Real-life case situations, both domestic and international, are used to develop such concepts as decision-making, long-range planning, management philosophy, objectives, policies, strategy, and systems. Considerable emphasis is placed on student participation through round table class discussion from the view point of top management. Also, the examination of financial statements is used to strengthen the students' analytic ability.

### **Electives**

#### **GB 490—Management Decision-Making (3 credits)**

In this course, a general management simulation is used to enable students to put into practice the principles of management decision-making and forward planning in a framework which approximates the risk, the uncertainty, and the dynamics inherent in actual business and economic situations. The major objective is to clarify the relationships among the functional departments (finance, production and distribution) of a business enterprise. Some of the administrative problems included in the exercise are profit management, sales forecasting, production and inventory control, cost analysis, pricing policies, budgeting, and capital management. The participants must prepare and analyze financial reports, fund flows, budgets, and sales forecasts. Each student acts as a member of a particular company organization in an industry having three relatively equal firms, so that there are both internal problems of communication and external problems of competition. The participants are expected to apply the universal principles of scientific procedure in order to discover the nature of the simulated business world here encompassed, and thus to improve their control of the company's situation.

#### **GB 493—Case Research Program (3 credits)**

Prerequisite: Permission of the Instructor.

In this course the student investigates specific problems in many and varied live business and nonbusiness situations. Primarily, the student works on an independent basis, preparing case presentations and analysis. The Case Research Program forces the student to apply his education, synthesizing



various disciplines, theories, concepts, and techniques, thereby imparting a degree of "reality and relevance" to the student's education which may not otherwise be present. As a result, the participant develops a rapport with the business and the nonbusiness communities and with the management profession, experiencing the realities of both and assisting him in developing the conceptual, analytical, expressive, and human skills he will find necessary in practice.

**GB 495—Business Planning  
(3 credits)**

Starting with the nature, principles and purposes of long-range planning, the development of a strategy is presented; approach and preparation of a Company Charter, with identification and selection of major goals and long-range corporate objectives follow.

Details of plans by key result areas, plans for specific functional areas and their overall integration will be discussed and described by specific illustrations and case studies.

Methods of preparation and organization of a plan are discussed. Included are the aspects of analysis and performance measurement against the long-range plan, assignment of responsibilities, updating and revisions of the plan.

**GB 498—New Business Formation  
(3 credits)**

This course is designed to give the student insight into the practical aspects of starting a new company. The evaluation of a new enterprise will be examined using the case method, outside readings and guest lecturers as well as regular class discussion. The emphasis is on the "how to" aspects of raising capital, legal entity of the firm, patents and proprietary items, planning in a small company and the examination of the unique characteristics of the entre-

preneur himself. The course will also contain a brief review of "franchising" as a method of "doing your own thing."

**GB 499—Mergers and Acquisitions**  
**(3 credits)**

Designed to acquaint the graduate student with the intricacies of mergers and acquisitions, including establishment of corporate objectives, search, valuation, negotiations, methods of payment, tax treatment, securities valuation, Securities and Exchange requirements, and psychological problems. Case studies are utilized in the valuation section of the course.

## **Research**

### **Electives**

**GB 500—Thesis I**  
**(3 credits)**

This seminar is for the student who elects to write a thesis in order to meet the requirements for the MBA degree. A thesis candidate enrolls for six hours of credit. During the first term the thesis candidate will meet with the Thesis Program Director in a classroom environment and will receive guidance relating to the overall thesis requirement. He will then set about to select and develop a suitable problem for thesis research, do preliminary research and prepare a preliminary thesis proposal. When the proposal is sufficiently worked out, a presentation is made to the group. Finally, a detailed plan for the final research effort and a workable writing plan are prepared. The primary intention of this first part of the thesis requirement is to prepare the student for an assignment to an appropriate faculty member who will direct the research and writing of the formal thesis.

**GB 501—Thesis II**  
**(3 credits)**

Upon successful completion of the requirements of Thesis I, the student will register for the additional three credit hours in a subsequent term. In this stage, the student works under the direction of the assigned thesis advisor. All thesis candidates will maintain contact with the Thesis Program Director concerning necessary arrangements for scheduling theses presentations and for completing thesis requirements.

**GB 501-511—Directed Research Project**  
**(3 or 6 credits)**

A student may propose to a faculty member an independent research project. In such cases, the student must submit a written proposal to the faculty member and to the Dean. If approved, the student will proceed with the research project under the direction of the faculty member. The project will normally include the proposal, a working plan, a presentation, and a written report.

On occasion, students may be selected to work on research teams under the direction of experienced faculty researchers. In such cases, the student gains the added advantage of formal research direction and close working relationships with faculty members who are actively engaged in substantive research endeavors.

Assignment of credits (3 or 6 credits) will depend on the scope of the research project and will be determined on the basis of the research proposal.



# Academic Calendar

## Fall Semester

### 1971-72

Sept.	8-14	Registration Period
Sept.	20	Classes begin
Oct.	11	Columbus Day — no classes
Oct.	25	Veterans Day — no classes
Nov.	24-26	Thanksgiving Holidays
Dec.-Jan.	20-2	Christmas Holidays
Jan.	3	Classes resume
Jan.	10-14	Registration for second semester
Jan.	18-24	Examination Period

### 1972-73

Sept.	6-12	
Sept.	18	
Oct.	9	
Oct.	23	
Nov.	22-24	
Dec.-Jan.	20-2	
Jan.	3	
Jan.	8-12	
Jan.	16-22	

## Spring Semester

Jan.	31	Classes begin
Feb.	21	Washington's Birthday — no classes
Mar.-Apr.	30-5	Easter Holidays
April	6	Classes resume
April	17	Patriot's Day — no classes
May	23-29	Examination Period
June	12	Commencement

Jan.	29	
Feb.	19	
April	19-25	
April	26	
April	16	
May	22-28	
June	11	

## Summer Semester

June	13	Classes begin
July	4	Independence Day
Aug.	1	Examination Period

June	12	
July	4	
Aug.	1	

CLIP OUT ALONG THIS LINE

Office of the Associate Dean  
School of Management  
Graduate Division  
Boston College  
Chestnut Hill, Massachusetts 02167

Name:.....

Address:.....

.....

Date of birth: Month, Day and Year.....

School or College.....

DATES ATTENDED (from) ..... (to) .....

Major field of Study.....

Average Grades (please circle one)    A    A-    B    B+    B-    C+    C

Test Taken:    Yes.....Date.....    No.....Date Planned.....

Test Scores, if taken:  
Verbal.....Quant.....Total.....

Full Time..... Part Time..... Summers.....  
(while in school)

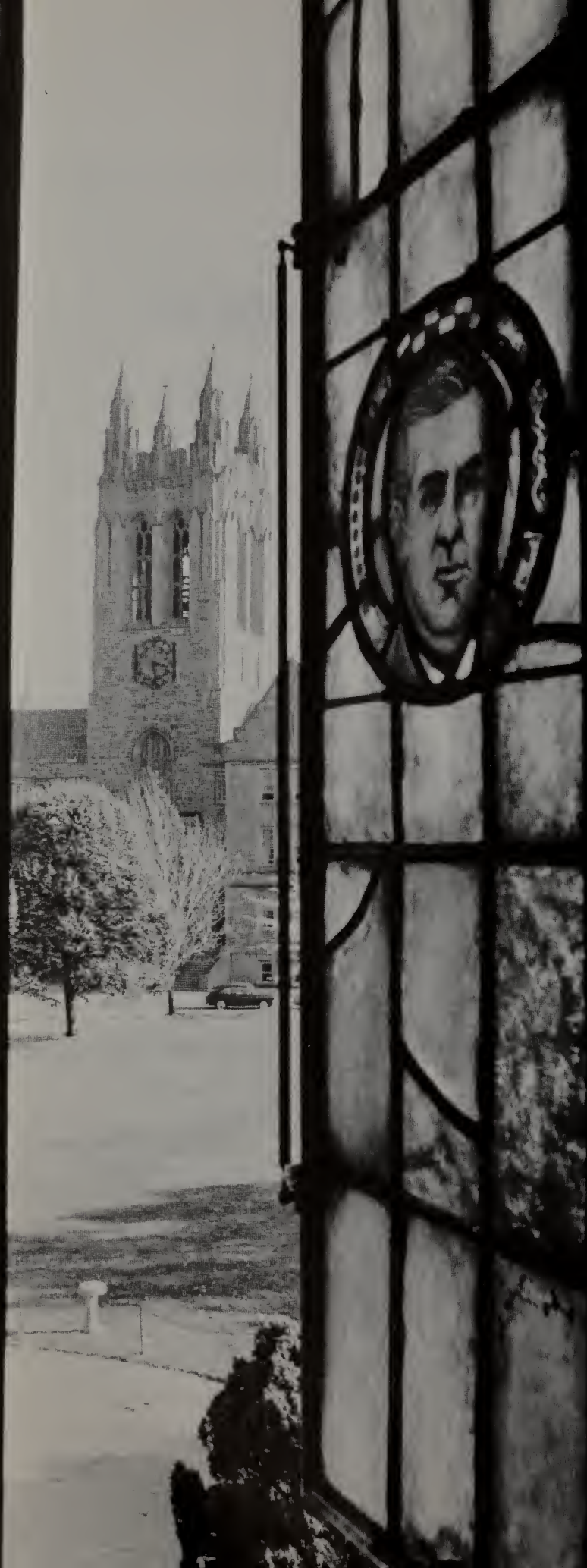
<i>Company</i>	<i>Years</i>	<i>Last Position Held</i>
.....	.....	.....
.....	.....	.....
.....	.....	.....

Years Served From ..... To .....

Rank on Separation .....

I intend to apply for the (Two Year, Three Year, Four Year) Program, and I propose to start my course in the Fall Semester, 19.....

DATE:..... SIGNATURE:.....





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John R. Smith, B.S., M.B.A.	<i>Financial Vice President</i>

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Donald J. White, Ph.D.	<i>Dean The Graduate School of Arts and Sciences Associate Dean of Faculties</i>
Rev. Oliva Blanchette, S.J., Ph.D.	<i>Dean The School of Philosophy</i>
Rev. Joseph A. Devenny, S.J., Ph.D.	<i>Dean The Weston College School of Theology</i>
Richard G. Huber, LL.M.	<i>Dean The Law School</i>
Rev. James A. Woods, S.J., M.A.T., S.T.B.	<i>Dean The Evening College of Arts, Sciences and Business Administration</i>
Edmund M. Burke, Ph.D.	<i>Dean The Graduate School of Social Work</i>
Albert J. Kelley, Sc.D.	<i>Dean The School of Management</i>
Eleanor F. Voorhies, M.M., A.M.	<i>Acting Dean The School of Nursing</i>
Lester Przewlocki, Ph.D.	<i>Dean The School of Education</i>

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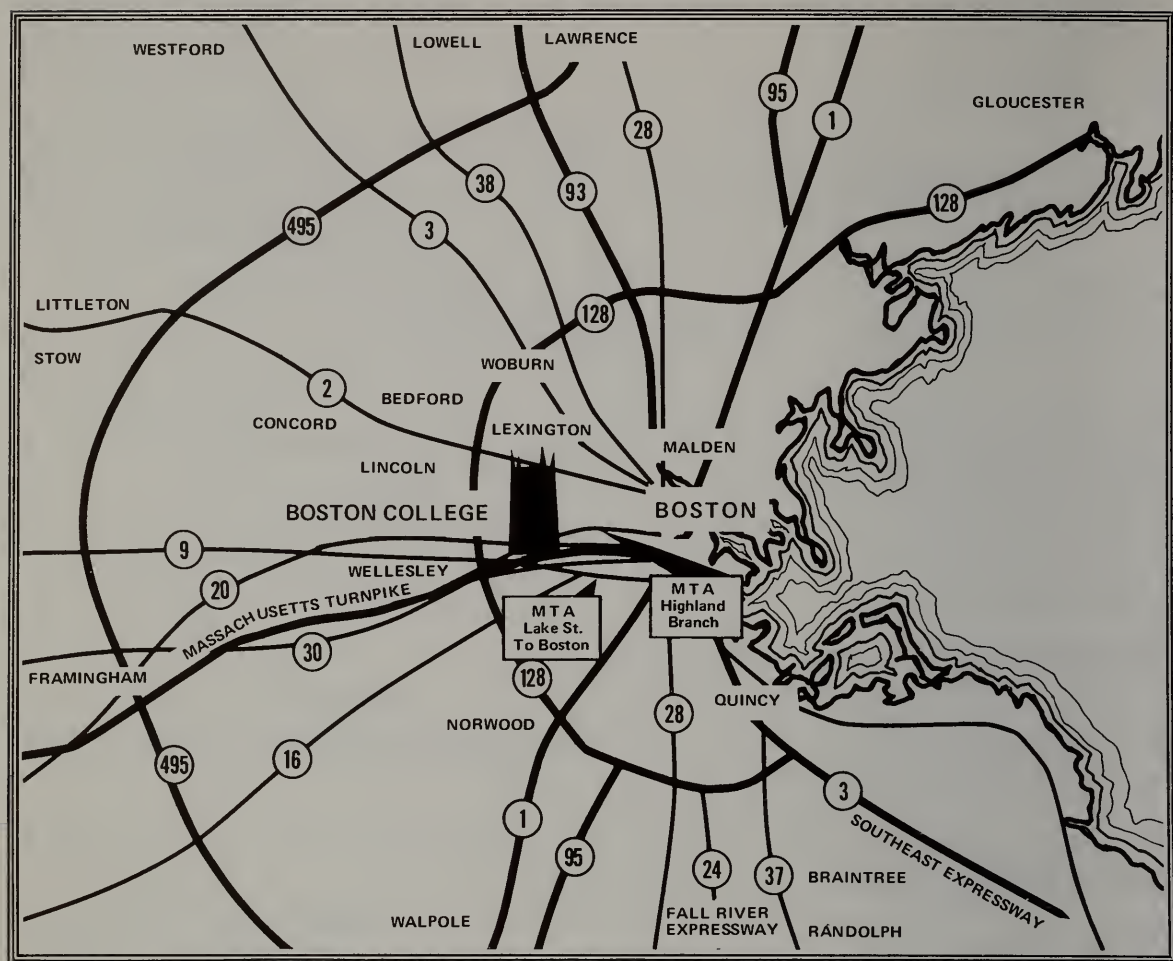
John G. Bolin, Ed.D.	<i>Director, Office of Institutional Planning and Research</i>
J. Joseph Burns, M.D.	<i>Director of Medical Services</i>
Rev. David F. Carroll, S.J., A.M.	<i>Faculty Moderator of Athletics</i>
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Rev. Brendan C. Connolly, S.J., Ph.D.	<i>Director of Libraries</i>
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	<i>The School of Management</i>
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	<i>on Counseling Services</i>
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	<i>The Law School</i>
Raymond F. Keyes, M.B.A.	<i>Assistant Dean</i>
	<i>The School of Management</i>
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Francis J. Larkin, B.S., LL.B.	<i>Associate Dean</i>
	<i>The Law School</i>
Richard J. Leonard, B.S., B.A., C.P.A.	<i>Controller</i>
Richard Maffei, Ph.D.	<i>Associate Dean</i>
	<i>The School of Management</i>
John J. Maguire, Ph.D.	<i>Director of Admissions</i>
Rev. Leo McDonough, S.J., A.M., M.S.	<i>University Chaplain</i>
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	<i>The College of Arts and Sciences</i>
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Rev. Edmond D. Walsh, S.J., A.M.	<i>Dean of Admissions</i>
John F. Wissler, B.S.B.A.	<i>Executive Director of the Alumni Association</i>
Robert L. Wood, B.S.	<i>Director of Buildings and Grounds</i>

NOTE — This issue of the Boston College Bulletin was not available on its scheduled date of publication, May 28, 1971. The information contained in the preceding directory of University administration was correct as of October 1, 1971.



## DIRECTIONS FOR VISITORS TO BOSTON COLLEGE



Located between Commonwealth Avenue (Route 30) and Beacon Street in Chestnut Hill, Massachusetts, the University Heights campus of Boston College is easily accessible from all approaches.

Visitors arriving at Logan International Airport will find ample means of transportation into downtown Boston. Interstate bus lines all have terminals in the heart of the city.

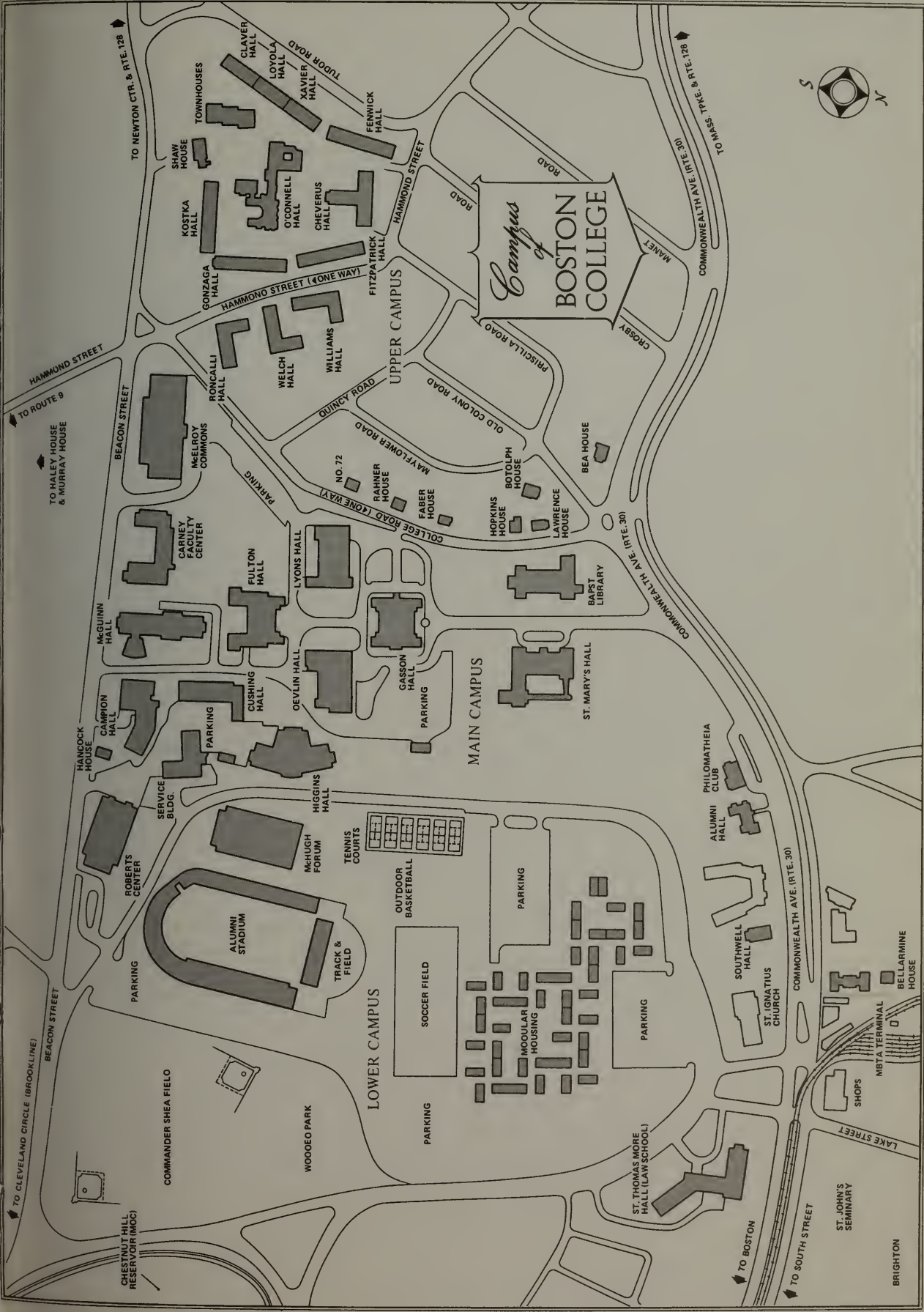
From downtown Boston, visitors may travel directly to the Heights by taxi or may take the Boston College-Commonwealth Avenue trolley car out of Park St. Station and to the end of the line, where the campus is only a short walk up the hill.

For those driving to Boston College, the auto routes are easily traveled and plainly marked.

From the south and southeast—Routes 95 and 24 north, to Route 128 north, to Route 30 (Commonwealth Avenue) east, directly to Boston College.

From the west and southwest (e.g., New York City, New Jersey, etc.)—Routes 15 or 91 north, to the Massachusetts Turnpike (Route 90) east, to Route 128 north, to Route 30 (Commonwealth Avenue) east, directly to Boston College.

From the north and northeast—Routes 3, 93 and 95 (U.S. 1) south, to Route 128 south, to Route 30 (Commonwealth Avenue) east, directly to Boston College.



BOSTON COLLEGE  
CHESTNUT HILL, MASSACHUSETTS 02167







